

American Indian Economic  
Development by Sharon Hunt

COVER PAGE

TO: Administration for Native Americans

FROM: American Indian Community House, Inc.

FOR: ANA Program Announcement 13612-842  
Social and Economic Development Projects  
Program Announcement 13612-842

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SECTION III—FEDERAL AGENCY ACTION | SECTION II—CERTIFICATION

ADVANCE NOTICE OF FEDERAL GRANT APPLICATION  
PNRS LETTER OF INTENT FOR A-95 REVIEW

ST. APPLIC. ID 1-8

00007697

TRANSACTION 9

APPLICANT 12-45 American Indian Community House, Inc.		UNIT 46-79	
APPLICANT ADDRESS (street) 12-45 842 Broadway		City 46-60 New York	
CONTACT PERSON 12-45 Michael A. Bush		AREA CODE 46-48 212	PHONE 49-55 598-0100
PROJECT TITLE 12-71 AICH Development Program		ZIP CODE 76-80 10003	
PROJECT DESCRIPTION 12-80 Nature, purpose, beneficiaries, substance of application, etc. (Use 3 lines if needed). A project to develop human, physical and financial resources; and to utilize these resources for American Indian economic development.			
PROJECT LOCATION COUNTY(S) 12-45 All Five Counties of New York City		PROJECT LOCATION CITY(S), TOWN(S), VILLAGE(S) 46-79 New York City	
FEDERAL CATALOG PROGRAM NO. 12-16 136.12-842	FEDERAL AUTHORIZING LEGISLATION 17-36 P.L. 93-644	APPL SUBM DATE 37-42 MON 1 DAY 31 YEAR 84	START DATE 49-54 MON 6 DAY 1 YEAR 84
END DATE 55- MON 5 DAY 31 YEAR 8			
FEDERAL CATALOG PROGRAM TITLE 12-71 Sec. 803 Native American Programs Act of 1974			
FEDERAL AGENCY NAME 12-45 Department of Health and Human Services		FEDERAL SUB-AGENCY NAME 46-79 Office of Human Development Services	
A. TYPE OF APPLICANT (check one) STATE <input type="checkbox"/> 12 INTERSTATE <input type="checkbox"/> 13 COUNTY <input type="checkbox"/> 14 CITY, TOWN, VILLAGE <input type="checkbox"/> 15 SCHOOL DISTRICT <input type="checkbox"/> 16 SPECIAL UNIT <input type="checkbox"/> 17 COMMUNITY ACTION <input type="checkbox"/> 18 SPONSORED ORGN. <input checked="" type="checkbox"/> 19 OTHER <input type="checkbox"/> 20		B. TYPE OF ACTION (check one) NEW GRANT <input checked="" type="checkbox"/> 21 CONTINUATION GRANT <input type="checkbox"/> 22 SUPPLEMENTAL GRANT <input type="checkbox"/> 23 MODIFICATION <input type="checkbox"/> C. STATEWIDE PROJECT? YES <input type="checkbox"/> 29 NO <input checked="" type="checkbox"/> 30	
D. CIRCULAR A-95 IS PROJECT UNDER A-95? <input checked="" type="checkbox"/> IF YES: UNDERGONE EARLIER PHASE REVIEW? <input checked="" type="checkbox"/> ASSIGNED STATE ID. NUMBER # ENVIRON IMPACT STATEMENT TO BE PREPARED? <input checked="" type="checkbox"/> IMPACT ASSESSMENT ON NOMINATIONS TO NAT'L REGISTER OF HISTORIC PLACES TO BE PREPARED? <input checked="" type="checkbox"/>			
E. TYPE OF GRANT (CHECK AS MANY BOXES AS APPLY) OPERATING <input type="checkbox"/> 56 CAPITAL <input type="checkbox"/> 57 RESEARCH <input checked="" type="checkbox"/> 58 TRAINING <input checked="" type="checkbox"/> 59 DEMONSTRATION <input type="checkbox"/> 60 PLANNING <input type="checkbox"/>			
FUNDS REQUESTED (IN DOLLARS)			
FEDERAL FUNDS REQUESTED		MATCHING FUNDS REQUIRED	
GRANT 12-20	OTHER 21-29	STATE 30-38	LOCAL 39-47
\$ 377,537	\$	\$	\$
		OTHER 48-56	
		\$ 139,740	
		\$ 517,277	
LOAN GUARANTEE AMOUNT 12-20 N/A	CONG. DIST. 25-26 18th	STATE AGENCY CODE 46-50 46-50	FOR A-95 PROJECTS: ATTACH MAP, WORK PROGRAM OR OTHER DESCRIPTIVE MATERIAL NOTIFY AREAWIDE CLEARINGHOUSE
GEOGRAPHIC LOCATION CODES			
COUNTY 12-19 0000	COUNTY 20-27 0000	COUNTY 28-35 0000	COUNTY 36-43 0000
DATE PREPARED 1/29/84		SUBMITTING OFFICIAL OR AGENCY FEDERAL FUNDS OFFICER (NAME AND TITLE) Michael A. Bush Executive Director	
		TELEPHONE 212-598-0100	
INDIRECT COST APPLIED FOR (STATE AGENCY ONLY)			
A. DIRECT COST BASE	B. INDIRECT COST RATE %	C. INDIRECT COSTS CLAIMED*	
		\$	
D. EXPLANATION*			
KEYWORDS (FOR OFFICE USE ONLY)			
12-28	29-45	46-62	63-79

## PART II

OMB NO. 80-RO 186

## PROJECT APPROVAL INFORMATION

Item 1.

Does this assistance request require State, local, regional, or other priority rating? \_\_\_\_\_ Yes X No

Name of Governing Body \_\_\_\_\_  
Priority Rating \_\_\_\_\_

Item 2.

Does this assistance request require State, or local advisory, educational or health clearances? \_\_\_\_\_ Yes X No

Name of Agency or Board \_\_\_\_\_  
(Attach Documentation)

Item 3.

Does this assistance request require clearinghouse review in accordance with OMB Circular A-95? \_\_\_\_\_ Yes X No

(Attach Comments)

Item 4.

Does this assistance request require State, local, regional or other planning approval? \_\_\_\_\_ Yes X No

Name of Approving Agency \_\_\_\_\_  
Date \_\_\_\_\_

Item 5.

Is the proposed project covered by an approved comprehensive plan? \_\_\_\_\_ Yes X No

Check one: State ☐  
Local ☐  
Regional ☐  
Location of Plan \_\_\_\_\_

Item 6.

Will the assistance requested serve a Federal installation? \_\_\_\_\_ Yes X No

Name of Federal Installation \_\_\_\_\_  
Federal Population benefiting from Project \_\_\_\_\_

Item 7.

Will the assistance requested be on Federal land or installation? \_\_\_\_\_ Yes X No

Name of Federal Installation \_\_\_\_\_  
Location of Federal Land \_\_\_\_\_  
Percent of Project \_\_\_\_\_

Item 8.

Will the assistance requested have an impact or effect on the environment? \_\_\_\_\_ Yes X No

See instructions for additional information to be provided.

Item 9.

Will the assistance requested cause the displacement of individuals, families, businesses, or farms? \_\_\_\_\_ Yes X No

Number of:  
Individuals \_\_\_\_\_  
Families \_\_\_\_\_  
Businesses \_\_\_\_\_  
Farms \_\_\_\_\_

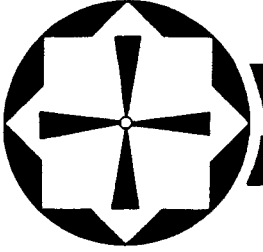
Item 10.

Is there other related assistance on this project previous, pending, or anticipated? X Yes \_\_\_\_\_ No

See instructions for additional information to be provided.  
(See following page)

# AICH

(212) 598-0100



## AMERICAN INDIAN COMMUNITY HOUSE, INC.

842 BROADWAY • NEW YORK, N.Y. 10003

### PART II - PROJECT APPROVAL INFORMATION

#### Item 10.

The American Indian Community House, Inc. is a prime sponsor for a Joint Training Partnership Act Native American Employment and Training Program in conjunction with the Private Sector of the New York City area. Therefore, JTPA will either share in the cost of salaries for participants in AICH programs, wherever possible, or for JTPA qualified staff within the ANA Program

**THREE YEAR BUDGET**

## PART III - BUDGET INFORMATION

THREE YEARS

## SECTION A - BUDGET SUMMARY

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Native American Programs	13612-842	\$	\$	\$ 377,537	\$ 139,740	\$ 517,277
2.						
3.						
4.						
5. TOTALS		\$	\$	\$ 377,537	\$ 139,740	\$ 517,277

## SECTION B - BUDGET CATEGORIES

6. Object Class Categories	Native American - Grant Program, Function or Activity				Total (5)
	(1) Programs	(2)	(3)	(4)	
a. Personnel	\$ 216,484	\$	\$	\$	\$ 216,484
b. Fringe Benefits	47,625				47,685
c. Travel					
d. Equipment	6,000				6,000
e. Supplies	4,400				4,400
f. Contractual					
g. Construction					
h. Other	41,952				41,952
i. Total Direct Charges	316,461				316,461
j. Indirect Charges	61,076				61,076
k. TOTALS	\$ 377,537	\$	\$	\$	\$ 377,537
7. Program Income	\$	\$	\$	\$	\$



## SECTION C – NON-FEDERAL RESOURCES

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Native American Program	\$ 139,740	\$	\$	\$ 139,740
9.				
10.				
11.				
12. TOTALS	\$ 139,740	\$	\$	\$ 139,740

## SECTION D – FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 118,407	\$ 29,602	\$ 29,601	\$ 29,601	\$ 29,603
14. Non-Federal n/a					
15. TOTAL	\$ 118,407	\$ 29,602	\$ 29,601	\$ 29,601	\$ 29,603

## SECTION E – BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. Native Americans Programs	\$ 125,583	\$ 133,546	\$	\$
17.				
18.				
19.				
20. TOTALS	\$ 125,583	\$ 133,546	\$	\$

## SECTION F – OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges:

22. Indirect Charges: Administrative Overhead @ 19.3%

23. Remarks:

PART IV PROGRAM NARRATIVE (Attach per instruction)

## YEAR ONE BUDGET

## PART III - BUDGET INFORMATION

Year 1984-85

OMB NO. 50-

## SECTION A - BUDGET SUMMARY

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Native American Programs	13612-842	\$	\$	\$ 118,407	\$ 40,257	\$ 158,664
2.						
3.						
4.						
5. TOTALS		\$	\$	\$ 118,407	\$ 40,257	\$ 158,664

## SECTION B - BUDGET CATEGORIES

6. Object Class Categories	Native American - Grant Program, Function or Activity				Total (5)
	(1) Program	(2)	(3)	(4)	
a. Personnel	\$ 68,000	\$	\$	\$	\$ 68,000
b. Fringe Benefits	14,960				14,960
c. Travel					
d. Equipment	4,000				4,000
e. Supplies	1,200				1,200
f. Contractual					
g. Construction					
h. Other	11,092				11,092
i. Total Direct Charges	99,252				
j. Indirect Charges	19,155				19,155
k. TOTALS	\$ 118,407	\$	\$	\$	\$ 118,407
7. Program Income	\$	\$	\$	\$	\$

## SECTION C - NON-FEDERAL RESOURCES

Year: 1984-85

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Native American Programs	\$ 40,257	\$	\$	\$ 40,257
9.				
10.				
11.				
12. TOTALS	\$ 40,257	\$	\$	\$ 40,257

## SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 118,407	\$ 29,602	\$ 29,601	\$ 29,601	\$ 29,603
14. Non-Federal					
15. TOTAL	\$ 118,407	\$ 29,602	\$ 29,601	\$ 29,601	\$ 29,603

## SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. Native American Programs	\$ 125,583	\$ 133,546	\$	\$
17.				
18.				
19.				
20. TOTALS	\$ 125,683	\$ 133,546	\$	\$

## SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges:

22. Indirect Charges: Administrative Overhead @ 19.3%

23. Remarks:

PART IV PROGRAM NARRATIVE (Attach per instruction)

**YEAR TWO BUDGET**

## PART III - BUDGET INFORMATION

Year: 1985-86

## SECTION A - BUDGET SUMMARY

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Native American Programs	13612-842	\$	\$	\$ 125,583	\$ 43,538	\$ 169,121
2.						
3.						
4.						
5. TOTALS		\$	\$	\$ 125,583	\$ 43,538	\$ 169,121

## SECTION B - BUDGET CATEGORIES

6. Object Class Categories	- Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
a. Personnel	\$ 72,080	\$	\$	\$	\$ 72,080
b. Fringe Benefits	15,857				15,857
c. Travel					
d. Equipment	1,000				1,000
e. Supplies	1,400				1,400
f. Contractual					
g. Construction					
h. Other	14,930				14,930
i. Total Direct Charges	105,267				105,267
j. Indirect Charges	20,316				20,316
k. TOTALS	\$ 125,583	\$	\$	\$	\$ 125,583
7. Program Income	\$	\$	\$	\$	\$

## SECTION C - NON-FEDERAL RESOURCES

Year: 1985-86

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Native American Programs	\$ 43,538	\$	\$	\$ 43,538
9.				
10.				
11.				
12. TOTALS	\$ 43,538	\$	\$	\$ 43,538

## SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 125,583	\$ 31,396	\$ 31,396	\$ 31,396	\$ 31,395
14. Non-Federal					
15. TOTAL	\$ 125,538	\$ 31,396	\$ 31,396	\$ 31,396	\$ 31,395

## SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. Native American Programs	\$ 133,546	\$	\$	\$
17.				
18.				
19.				
20. TOTALS	\$ 133,546	\$	\$	\$

## SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges:

22. Indirect Charges: Administrative Overhead @ 19.3%

23. Remarks:

PART IV PROGRAM NARRATIVE (Attach per instruction)

**YEAR THREE BUDGET**



## PART III - BUDGET INFORMATION

## SECTION A - BUDGET SUMMARY

Year: 1986-87

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Native American Programs	13612-842	\$	\$	\$ 133,546	\$ 55,944	\$ 189,490
2.						
3.						
4.						
5. TOTALS		\$	\$	\$ 133,546	\$ 55,944	\$ 189,490

## SECTION B - BUDGET CATEGORIES

6. Object Class Categories	Native American - Grant Program, Function or Activity				Total (5)
	(1) Programs	(2)	(3)	(4)	
a. Personnel	\$ 76,404	\$	\$	\$	\$ 76,404
b. Fringe Benefits	16,808				16,808
c. Travel					
d. Equipment					
e. Supplies	1,800				1,800
f. Contractual					
g. Construction					
h. Other	16,930				16,930
i. Total Direct Charges	111,942				111,942
j. Indirect Charges	21,604				21,604
k. TOTALS	\$ 133,546	\$	\$	\$	\$ 133,546
7. Program Income	\$	\$	\$	\$	\$

## SECTION C - NON-FEDERAL RESOURCES

Year: 1986-87

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Native American Programs	\$ 55,944	\$	\$	\$ 55,944
9.				
10.				
11.				
12. TOTALS	\$ 55,944	\$	\$	\$ 55,944

## SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 133,546	\$ 33,386	\$ 33,386	\$ 33,386	\$ 33,388
14. Non-Federal					
15. TOTAL	\$ 133,546	\$ 33,386	\$ 33,386	\$ 33,386	\$ 33,388

## SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16.	\$	\$	\$	\$
17.				
18.				
19.				
20. TOTALS	\$	\$	\$	\$

## SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges:

22. Indirect Charges: Administrative Overhead @ 19.3%

23. Remarks:

PART IV PROGRAM NARRATIVE (Attach per instruction)

## THE APPLICANT

The American Indian Community House (AICH) is a not-for-profit tax-exempt organization, located in lower Manhattan. Founded by concerned Indians in 1969 to promote and further the cause and status of the American Indian, it is the only organization of its kind in New York City. AICH is managed by an all-Indian Board of Directors who are elected annually by a general membership of American Indian people. AICH offers to the Native American population in the city a range of social, employment, educational, health, media and cultural programs supported by volunteers, donations, and by grants from several government agencies.

## THE NEEDS OF INDIANS IN NEW YORK CITY

For over four generations, American Indian people have been coming to New York City in increasing numbers in search of employment and an improved standard of living. Today, according to the 1980 census, there are 11,824 American Indians, representing fifty-seven tribal nations, dispersed throughout the five boroughs of New York City:

* 3,182 (26.92%)	Brooklyn
* 2,409 (20.38%)	The Bronx
* 3,036 (25.68%)	Manhattan
* 2,814 (23.80%)	Queens
* 383 (02.23%)	Staten Island <sup>1</sup>

As with other minority groups, official census figures on Native Americans are commonly acknowledged to be an undercount. The 1975 census projection of 14,000 may be closer to the real number. This question of factual numbers has

<sup>1</sup>Staten Island has the highest median income in the city (\$23,000) and the lowest Indian population of any borough.

always presented problems in describing the service population. The census counts only those relatively stable members who have resided in the city for a period of time. A certain percentage of the actual clients of the Community House are unemployed: homeless; with marginal skills; and transient, moving back and forth from the reservation or moving from city to city in search of employment. It is difficult to document a figure for this group. [ ] However, existing income data shed some light.<sup>2</sup>

DATA DOES NOT  
REFER TO CLIENT  
GROUP. LEAD IN  
SENTENCE NEEDED  
FIX

- \* The median income for New York families is \$16,818 vs. \$10,376 for Indian households.
- \* 26.9% of the Indian people fall below the poverty level as opposed to 17.2% of the general population
- \* The overall unemployment rate is 7.7% as compared with 12.7% for Indians (the highest of any minority group in the city).<sup>3</sup>
- \* Only 350 Indian families out of 3,178 own their homes. (Not one Indian owns a home in either Manhattan or Staten Island.)
- \* Only 371 families out of 3,178 are above the poverty level without any public assistance of any sort.

New York City Indians also have problems reflective of the national Indian population:

- \* Tuberculosis is 8.3 times higher among American Indians
- \* Cirrhosis of the liver is 4.4 times higher

<sup>2</sup>U.S. Census, 1980

<sup>3</sup>New York State's Manpower Planning Information's 1983 unemployment figure is 9.7% overall; if the Indian rate stayed in proportion, it would now be 15.08%

- \* Homicides are 2.5 times higher
- \* Suicides are 2.1 times higher
- \* Diabetes Mellitus is 2.1 times higher
- \* Highest teenage suicide rate<sup>4</sup>

Further, noting a report published by the National Urban Indian Council and the U.S. Conference of Mayors,<sup>5</sup> we find that the New York Urban Indian needs nearly parallel the rest of the Indian community throughout the country.

- \* 80% cited a need for employment
- \* 56% saw a need for low cost housing
- \* 52% saw a need for better health care
- \* 32% cited human services

Education, transportation, economic development and emergency services were all mentioned in the survey. All of these percentages and figures are indicative of the general physical, mental and economic position of the urban Indian population in New York City.

#### THE NEEDS OF THE AMERICAN INDIAN COMMUNITY HOUSE

For the past 15 years, the American Indian Community House has worked to address the social and cultural needs of the American Indian community. Our development from 1969 as a primarily volunteer operation with an emphasis on information and lecture presentations, to our present status as a multi-service agency with a staff of 32 persons serving an average of 2500 Native Americans annually, is a testament to our community's commitment and capacity to manage resources. At present, direct assistance is offered to clients through programs in continuing education, employment skill training (JPTA), social services, mental

<sup>4</sup>Basic Data, Centers for Disease Control, Indian Health Service, 1980

<sup>5</sup>Linking Urban Indian Organizations With City Governments, National Urban Indian Council, U.S. Conference of Mayors, 1983.

health (alcoholism counseling, substance abuse) and physical health (Indian Health Service). The American Indian Community House also sponsors a theatre group, an art gallery and gift shop, a newsletter, and cultural/recreational activities for all age groups. Over the course of its existence, the House has striven to identify the needs of its constituents and to obtain the necessary resources to meet those needs.

The following statistics indicate that our caseload and encounters with American Indians has almost tripled since the inception of each of these programs while we suffered a steady decrease in government funding:

#### ENCOUNTERS AND CASELOADS

	<u>Year Program Began</u>	<u>Present</u>
<u>Alcohol Counseling</u>		
Encounters	200	1,113
Caseload	45	341
<u>Health Service</u>		
Encounters <sup>6</sup> (Referrals)	1,500	3,549
<u>Substance Abuse</u>		
Encounters	1,320	1,885
Caseload	43	110
<u>Social Services (4 mos)</u>		
Caseload		229

The present economic future of the American Indian Community House is not encouraging:

<sup>6</sup>The Health Clinic began to provide direct health care in November, 1983

- \* The present rental lease expires in December 1984.  
The new landlord proposed to almost triple the rent.
- \* The JTPA Program (formerly CETA) has been cut back to 160 participants from a peak of 360 participants.
- \* AICH's operating budget has declined from a 1981 high of \$1,373,343 to fiscal year 1983 of \$995,159.

There is a need to address these issues promptly to ensure that adequate human services are delivered to the Indian population on an uninterrupted basis.

#### LONG RANGE GOALS

The preceding needs assessment points out the necessity of taking positive measures toward raising the economic status of the community and the organization. There has been a growing awareness on the part of the board and the staff concerning this economic predicament. Also, recent governmental incentives to realistically promote community economic development and self-sufficiency has become a prime emphasis. Albeit the long range goals of the organization have always included self-sufficiency, the present realities have encouraged the Board of Directors and the community to step-up economic activities. In addition, individual Indian members have expressed an interest in starting small businesses but were daunted by the lack of capital and technical skills. Even more pertinent, there has always been a lack of job opportunities for our community.

In response to these poor economic conditions, the organization has revised the intermediate steps to reach the long range goals by stressing economic activities. The objectives of the project when realized will go a long way toward securing a sound economic future for the American Indian Community of New York City.

## GOAL STATEMENT

### Long range goals

- : To create a self-sustaining urban "neighborhood" with employment opportunities, affordable housing, human services, and traditional cultural activities.
- : To significantly raise the economic status of the American Indian in New York City.
- : To continuously improve delivery of needed human services.

### Intermediate goals

- : To establish a self-supporting American Indian Center housing a broad range of programs.
- : To engage in various income generating commercial ventures as individuals, as a community, and as an organization.

### Short term goals

- : To train and support Indians in becoming personally and economically more self-sufficient.
- : To implement capital fund raising campaign. *FOR BUILDING  
A NEW BUSINESS  
AND ENTERPRE...*
- : To develop broad public and Indian support.
- : To sustain asset base through carefully targeted business ventures.
- : To identify and pursue <sup>or</sup> potential property acquisition.



## THE PROPOSAL

This proposal reflects the need to strengthen our efforts in economic development, thereby increasing the potential for meeting our goals for increased self-sufficiency at AICH and in the broader American Indian population in New York City.

Over the next three years, the American Indian Community House proposes to work on several fronts to insure that the American Indian population in New York City reaps the benefits of the growing trend in community economic development. These benefits will result in increased social and economic self-sufficiency for individuals, small cooperating groups and the organization. However, for these programs to become a reality, concurrent groundwork needs to be done in a variety of areas.

The Indian people who are participating either individually or in groups need training, money and support. They need training in starting and maintaining a business. They need capital to invest (either in direct grants or low<sup>NO</sup> interest loans). They have real estate needs ( a place to operate from). Further, they need general community support for their ventures, and ongoing professional technical assistance from the American Indian Community House and its supporting agencies.

Historically, American Indians have not participated fully in mainstream efforts to secure control of economic activities and resources. The American Indian Community House through its efforts intends to significantly address this issue. To meet all the diversified needs resulting from Indian participation in economic activities, we propose to establish a Department of Development.

The department will consist of three staff members. One member will be the administrative support person to organize information and the office. We propose that one staff person concentrate on "economic development," including research,

recruitment, training and working directly with Indians interested in starting their own business. The senior staff person will concentrate on "resource ~~pe-~~velopment," including the development of Indian and non-Indian allies, networking with other groups, and have the principal responsibility for securing venture capitalization funds (and other monies) so that Indian people can start their own businesses. The staff will also work on identifying and obtaining a site for the Center for American Indians, which will ultimately house various businesses and the cultural and social services necessary to improve the quality of life for the American Indian in New York City.

Already in an ad hoc manner, the Board of Directors, some staff and interested members of the community have begun the work through an Indian business planning team. The team endorses this proposal to create a more structured and consistent effort.

The American Indian Community House is seeking an Administration for Native Americans grant to support <sup>the</sup> Department of Development.

## RESOURCES

87  
584  
The department will rely heavily on three outside providers of technical assistance: 1) The Council of New York Law Associates (legal and tax assistance); 2) The Community Service Society Center for Community Economic Development (training, and venture capital identification for business); and 3) Pratt Institute for Community and Environmental Development (training, architectural and financial management assistance). All three of these highly respected agencies have worked together before and also with us. They have reviewed and endorsed this proposal. This list of technical assistance providers is not inclusive. Other assistance will be needed. The Community Service Society has taken the responsibility for "brokering" additional assistance.

The New York Diocese's Catholic Charities and the Eastman Fund have both contributed to the ad hoc planning efforts for this development program. We have 259

reason to expect a cordial consideration when we seek funding for the smaller discrete parts of this project (e.g. continuing the newsletter, printing costs for advertising, etc.) We have a large amount of goodwill and support.

Within the Community House itself, there is a spirit of cooperation. The various programs have pledged assistance in providing contact persons in government agencies, obtaining helpful information, and facilitating surveys and assessments.

When the project has progressed to the point of identifying employee skills for a new business, the job training component will redesign and refocus portions of its flexible program to support the new ventures. While upgrading Indian skills, this will also provide an employee pool to draw from.

The Department of Development is not intended to provide direct services on a large scale. Rather the staff will focus on coordinating, planning and ensuring the timely delivery of professional technical assistance and other needed supports.

#### SPECIAL CIRCUMSTANCES

New York City is the special circumstance. When considering economic progress for the community, the size and complexity of this city becomes a factor. There are 7,059,758 non-Indians living here. The 98.8% obscure the .2% that constitute the American Indians. The city itself covers 320 square miles comprised of five boroughs. The municipal operating budget is in the billions. There is a myriad of oftentimes conflicting regulatory commissions and boards and agencies. Months of waiting sometimes follow a request for a license. The housing shortage is critical. Zoning and commercial laws are very complex. There is high competition for venture capital. All of this is to say that an economic enterprise of any scale is going to encounter difficulties. Planning for delays is helpful, but is not an insurance against them. Unlike rural areas and smaller cities, large

REWORK  
THIS SECTION

urban centers face complex bureacracies and political intricacies.

On the plus side, New York has a large number and variety of very professional pro bono technical assistance centers. With proper coordination of available help, much can be accomplished.

#### CAPABILITIES AND QUALIFICATIONS

The American Indian Community House has been a recipient of federal, state, city and private funding since 1974. All managerial, financial and reportorial requirements have been met to the satisfaction of grantors for the past ten years. The comptroller's office provides sound fiscal guidelines for expenditure of funds. All property is listed both in program ledgers and a master property ledger. The property is inventoried annually. A standing personnel committee oversees and revises the personnel policies.

The facility is located in the lower midtown area of Manhattan, easily accessible by public transportation. The site is adequate to our program needs.

Michael A. Bush has been the Executive Director since 1976. Mr. Bush earned an Associate Degree from Brooklyn College and obtained his Bachelor's Degree in Politcal Science at Dartmouth College (class of '75). For eight years he has guided AICH. Realizing new needs, Mr. Bush has taken the initiative in directing the economic efforts of the community. Mr. Bush has the final responsibility for the effectiveness of the new Department of Development. Two of the three project staff have been identified. Michael R. Crawford, Penobscot, has been selected as Senior Development Officer, with overall supervisory responsibility of the department. His project duties will include resource and site development and reportorial requirements. Mr. Crawford has extensive experience in program planning, fund raising, and administrative duties. For fifteen years he has been involved with Indian concerns. The Development Officer identified is Sharon Hunt,

- connected  
needed

Ojibway, a recent graduate of New Hampshire College's Master's program in Community Economic Development. She also did her undergraduate work at New Hampshire College as a HUD scholar. Ms. Hunt will be primarily responsible for economic development. She will pursue research and training while working directly with those Indians wishing to start businesses. Ms. Hunt and Mr. Crawford have an excellent working rapport and share the same economic development goals.

The position of Administrative Assistant will be advertised. Ms. Hunt and Mr. Crawford will select the applicant based on skills, experience and concern for Indian progress.

Because of complementary skills, the department staff will act as a team, sharing the workload and cooperating fully with each other. (Resumes and position description follow)

## R E S U M E

Michael A. Bush  
7404 Avenue V  
Brooklyn, N.Y. 11234

DOB: [REDACTED]

TRIBAL AFFILIATION: Caughnawaga Mohawk

### EDUCATION:

- 1/79 - 5/79: Columbia University, New York, N.Y.  
Institute for Not-for-Profit Management Program
- 9/71 - 8/74: Dartmouth College, Hanover, N.H.  
A.B., Political Science (Class of 1975)
- 5/70 - 9/70: Worth College, Fayetteville, N.C.  
Computer Programming Certificate - 240 hours
- 9/68 - 9/70: International Correspondence Schools  
Office Management - 119 hours
- 9/66 - 12/66: Brooklyn College, Brooklyn, N.Y.  
A.A., 10 Semester Hours

### WORK EXPERIENCE:

- 2/76 - Present: Executive Director, American Indian Community House, Inc.  
New York, N.Y.
- 11/75 - 2/76: Acting Executive Director, American Indian Community  
House, Inc.
- 9/75 - 11/75: Program Director, American Indian Community House, Inc.
- 3/75 - 9/75: Co-Program Coordinator, Native American Educational  
Research Program of Community Council of Greater New York,  
New York, New York
- 12/74 - 3/75: Laborer, Vermont  
Installation of underground pipeline
- 8/74 - 12/74: Technical Aide, United States Army, Cold Regions  
Research and Engineering Laboratory,  
Hanover, N.H.
- 9/73 - 8/74: Technical Aide, United States Army, Cold Regions Research  
and Engineering Laboratory, Hanover, N.H.  
(Part-time while a full-time student.)
- 6/73 - 9/73: Chairman, Orientation Council - Summer Bridge Program,  
Dartmouth College, Hanover, N.H. (part-time student)
- 9/72 - 6/73: Technical Aide, United States Army, Cold Regions  
Research and Engineering Laboratory, Hanover, N.H.  
(Part-time while a full time student.)

- 6/72 - 9/72: Bridge Counselor, Summer Bridge Program, Dartmouth College, Hanover, N.H.
- 12/71-6/72: Technical Aide, U.S. Army, Cold Regions Research and Engineering Laboratory, Hanover, N.H.  
(Part-time while a full-time student.)
- 9/70 - 8/71: Skilled Laborer, Local 361, New York, N.Y.  
High Steel Construction Trade
- 9/67 - 9/70: General Vehicle Repairman, Engineer Equipment Repairman, Paratrooper, U.W. Army
- 7/66 - 9/67 Commercial Credit Processor, Morgan Guaranty and Trust Company, New York, N.Y.

## MEMBERSHIPS AND AFFILIATIONS:

Member, National Congress of American Indians  
Member, National Indian Education Association  
Alternate Delegate, National Urban Indian Council  
Representative, Title V, Indian Health Service, Rockville, Md.

## PUBLICATIONS:

An Over-view of the Socio-Economic Forces Pertaining to Indian Education, Both National and in New York City; Native American Educational Research Program, Community Council of Greater New York, under contract with New York City Board of Education and U.S. Office of Education, 1975

Detecting Structural Heat Losses with Mobile Infrared Thermography; Part 1, Description of Techniques, R.H. Munis, R.H. Berger, S.I. Marshall, M.A. Bush; U.S. Army Corps of Engineers Report #326, Cold Regions Research and Engineering Laboratory, October 1974

## RESUME

MICHAEL R. CRAWFORD

214 East 11th Street  
New York, New York 10003  
Telephone: 212 228-5246

Date of Birth: [REDACTED]

### EMPLOYMENT HISTORY

Senior Consultant, Alumni Affairs Office, Cornell University  
Medical College, New York, New York  
1981-Present

Operations Manager, Coalition of Urbanized American Indians,  
San Francisco, California 1980-81

Program Consultant, Independent D.B.A., New York,  
New York 1977-1980

Director, Regional Office, New England Equal Education  
Center, University of Hartford, Boston, Massachusetts  
1972-1977

Director, Teaching and Research in Bi-Cultural Education,  
Bar Harbor, Maine 1970-1971

Deputy Commissioner, Maine State Department of Indian  
Affairs, Augusta, Maine 1969-1970

Junior High School Teacher, Math and Science, Public  
School System, Bangor, Maine 1967-1969

### EXPERIENCE

Fundraising: 14 years; federal, state and foundation  
proposal development; corporate giving; direct mail  
solicitation; special events.

Administration: 11 years; supervisor with state and local  
social service and educational agencies; supervisor of  
university technical assistance staff; principal co-  
ordinator and evaluator of consultants.

Development and Planning: 14 years; designer/implementer of  
business-Indian leadership liaison program; designer/presenter  
of local economic development seminars; senior planner of  
national conferences and workshops; planner of training  
programs; largest event with 300 attendees at national con-  
ference, St. Louis, Missouri.



EDUCATION

University of Maine, Bureau of Public Administration  
1970-1971

University of Maine, Teachers College  
1965-1967

University of Maine, Teachers College  
1962-1964

REFERENCES available on request

Sharon Hunt  
691 FDR Drive, Apt. 12-A  
New York, NY 10009  
Tele: (212)505-1647

## R E S U M E

### EDUCATION:

- 1984 M.S., New Hampshire College (Community Economic Development)
- 1983 B.S., New Hampshire College (Human Services)
- 1982 Certificate in Alcohol Counseling, Indian Health Service, Nashville, Tennessee

### WORK EXPERIENCE:

- 1983 American Indian Community House  
842 Broadway  
New York, NY 10003  
  
Job Title: Economic Development Officer  
  
Duties: Identification of potential Community Economic Development activities by preparation of market surveys, market analysis studies, feasibility studies, business plans. Implementation of CED strategy as decided by the advisory committee. Supervision of staff, and organizing and education on CED issues.
- 1978-79 Community Council of Greater New York  
255 Park Avenue South  
New York, NY 10003  
Executive Director: Bernard Schiffman  
Supervisor: Pat Sparks  
  
Job Title: Community Resource Person, Network Central  
  
Duties: Development of training on entitlements. Workshop leader. Wrote and researched articles for NETWORK NOTES. Available as support person for more than 200 advocates city-wide that work in community organizations. Did radio show monthly BREAD & ROSES, WBAI, which discussed public benefits and answered questions that were called in by listeners.

1977-1982

Downtown Welfare Advocate Center  
1 Union Square  
New York, NY 10003  
Director: Marcy May

Job Title: Advocate/Community Organizer

Duties: Advocate; Fair Hearing Representative.  
Counseling on entitlements. City-wide  
advocacy on policy issues which affect poor  
people. Development and implementation  
of trainings for welfare mothers, and social  
welfare agencies which service poor people.

COMMUNITY SERVICE:

1980-present Board Member of MFY Legal Services

1982-present Board Member of NYS Association for Human Services

CONSULTANT:

1983 Brooklyn Energy Project  
Brooklyn, New York

President: Richard Harmon

Worked on marketing study for energy products.  
Assisted in the start-up of Credit Union.

## JOB DESCRIPTION

### DEPARTMENT OF DEVELOPMENT

POSITION: Administrative Assistant

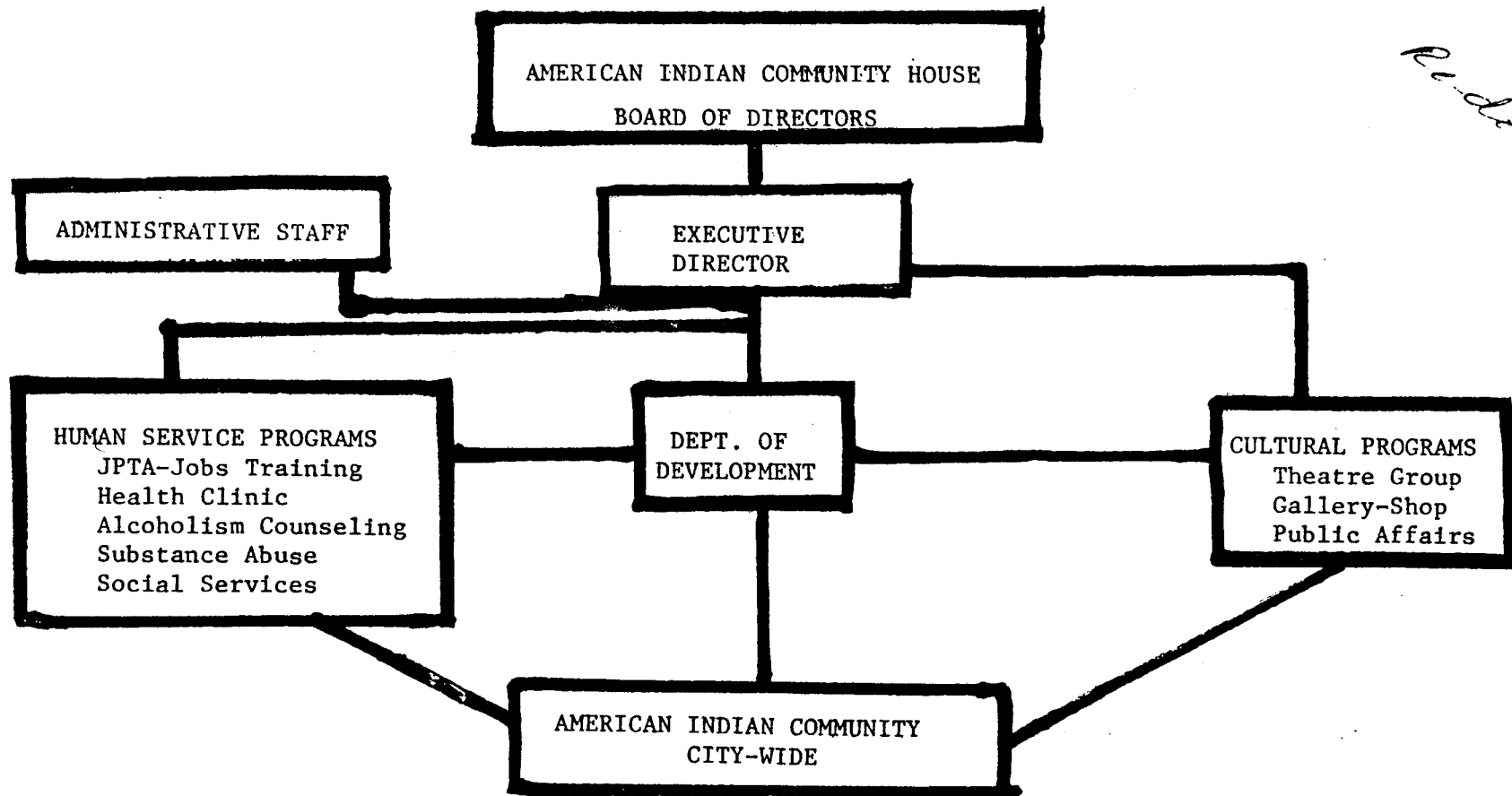
#### INTRODUCTION:

The purpose of this position is to provide administrative and clerical support to resource and economic development efforts. Position requires initiative and independent work habits.

#### Duties and Responsibilities:

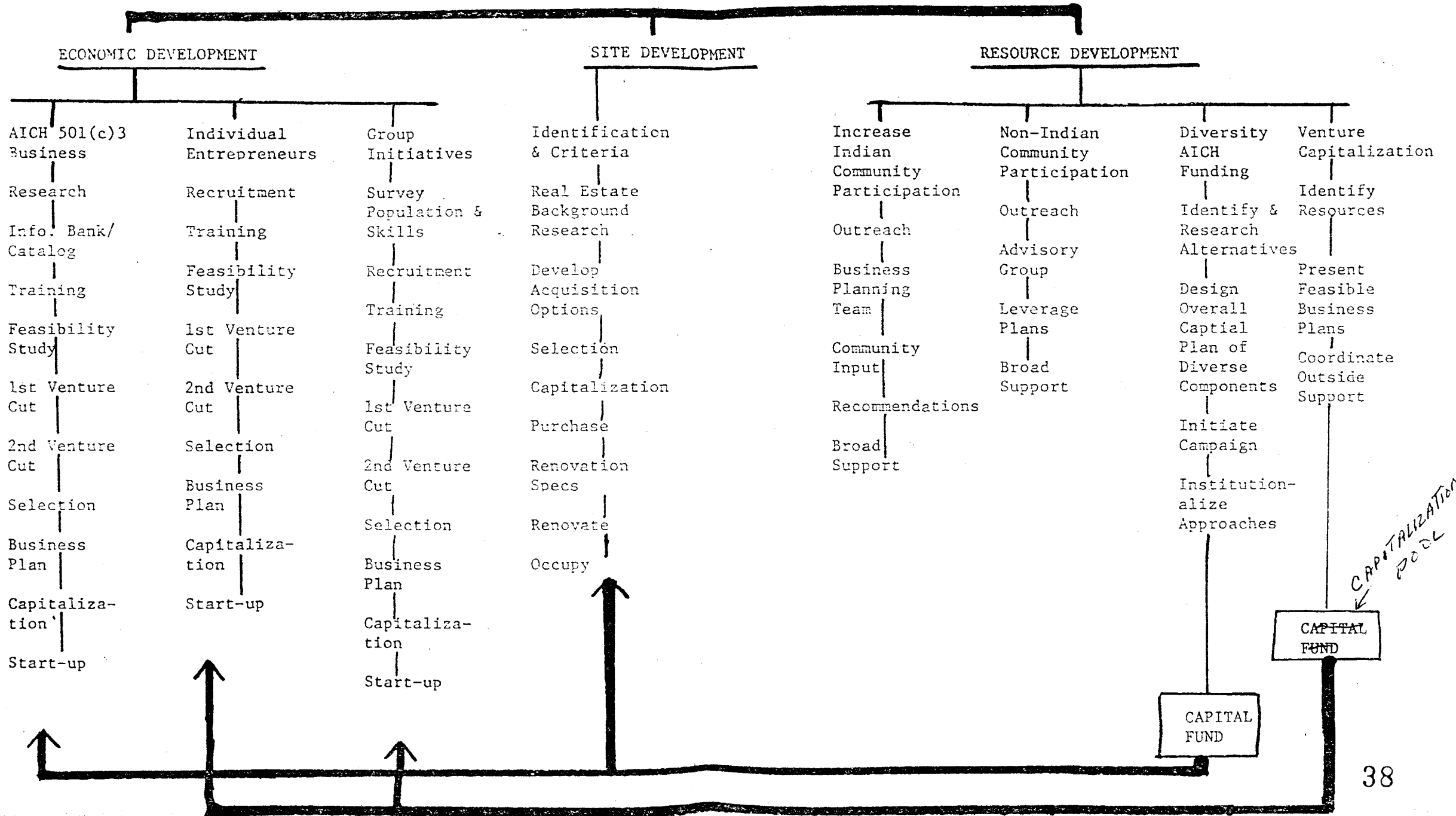
1. Design, implement and keep current a system for the collection and storage of data.
2. Serve as public information officer for all community development matters.
3. Schedule appointments and/or make travel arrangements.
4. Organize office and clerical work flow.
5. Prepare materials for meetings, conferences and workshops.
6. Maintain log, obtain information and summarize material in support of monthly activity reports.
7. Other duties as assigned.

ORGANIZATIONAL CHART



WORK FLOW CHART

AICH DEPARTMENT OF DEVELOPMENT



**PART IV: NARRATIVE SUMMARIES**

**YEAR ONE**

**YEAR TWO**

**YEAR THREE**



#### PART IV: NARRATIVE SUMMARY - YEAR ONE

During year one, the Department of Development of the American Indian Community House will lay the solid groundwork necessary for New York City Indians to start-up businesses to create jobs and generate income both for individual Indians and the organization during the next three years. Specifically this includes: (a) Staff development, (b) launching a Public Awareness Campaign, (c) completing a Catalog of Outside Resources for Economic Development, (d) establishing working relationships with these resource groups, (e) establishing a Business Information Bank with business data needed to begin business ventures, (f) developing an Acquisition Options Plan for a site to house the various business, cultural and service needs of New York City Indians, and (g) ensure public accountability.

ON 1/20  
FROM ALIEN  
CHURCH

##### Staff Development

Two staff, the Senior Development Officer and Development Officer, have been identified and will be assigned when the project is funded. They will immediately advertise for, interview and hire an Administrative Assistant to oversee projects and carry out administrative duties for the project.

##### Public Awareness Campaign

Building of Indian and non-Indian support is important in that we must have an adequate pool of resourceful Indians to draw from, a group of non-Indians to rely on, and a commitment from both to actively participate in the project. To encourage the needed commitment several activities will be undertaken to make the public more aware of both the Indians in New York City and the Indian organizations.

The following public awareness activities will be completed: Bookmarks will be designed, printed and disseminated to the news and bookstores in the city. The bookmarks will list programs and invite inquiries from the public. Public Service Announcements will be written and delivered to the media for periodic airing. Beginning with a mailing list of four hundred Indians and non-Indians, a Newsletter emphasizing the economic goals and activities of the community will be compiled, edited and sent out on a monthly basis. An Audio-Visual Presentation of the goals of the organization will be designed with the assistance of in-house staff. This will be used to educate interested individuals, groups and funding sources to the goals and objectives of the American Indian Community House. Utilizing the services of Dr. Robert Venebles (former curator of the Museum of the American Indian), a "Tribes in the City" Program will begin in the fifth month. This program will consist of social and cultural events focusing on a particular tribal nation that is represented in New York. Held in the homes of participating staff, the program will include discussions on history, problems of Indians in urban areas and opportunities for economic entrepreneurship, among others. This is outreach to the Indians who, not needing human services, infrequently visit the Community House. To further build public support and goodwill, the Board of Directors, selected staff, and interested individual Indians will begin to join other agencies and organizations in the city to lend our support to their programs and concerns. The intent is to have an Indian voice heard on a wide range of issues facing the city. This will involve raising the profile of the Indians as a positive and constructive force in the community affairs of New York. When the project moves into the second and third year of financial resource development, New York Indians will have recognition as a progressive and concerned segment of the population.

Engaging in public awareness activities will increase public inquiries and requests for further information. To meet this need, the Administrative Assistant

will act as an Information Officer on economic activities. An information packet on economic development and Indians in the city will be developed for distribution from the Administrative Assistant's office.

### Meeting Training Needs

As the first year progresses, the Board, the staff and the newly involved Indian individuals will need training in business and financial matters in order to make sound decisions on economic development. The technical assistance providers in conjunction with the project's staff will design, plan, implement, evaluate and follow-up on a series of workshops which will give the participants a background in the needs, opportunities and difficulties of past economic enterprises. Training will be provided on legal requirements and alternative structures, pre-business planning, the development of business plans, organizations preparation for economic activities and real estate concerns. In addition, the Small Business Administration has an on-going schedule of specific business topics which address aspects of our needed business education. Selected and/or interested individuals will attend. The technical assistance providers and the SBA's Service Corps of Retired Executives (SCORE) will assist in targeting those workshops that are most important to our efforts. During the staging phase of the project, this training will prepare the way for the second and third year accomplishment of business objectives.

### Meeting Data Collection and Compilation Needs

The third focus of the first year is the generation and compilation of data and information on economic planning and on economic opportunities in the New York City area.. A Clearing House will receive and organize the data and information into accessible forms. This data and information will be solicited from appropriate agencies, surveys of the Indian population, technical assistance providers and

in-house staff and client assessments. Toward the end of the year a Business Information Bank will be in place. With the assistance of a volunteer librarian it will be properly catalogued, cross-referenced and shelved. In addition and for handouts, a comprehensive Catalog of Resources available will be reproduced. A Handbook on the needs of Indians starting businesses will be compiled and edited. The Department of Development office will become an overall resource and information center to be used by the community, individuals, staff, and the organization. These particular activities will ensure the quick acquisition of needed information as the project moves into the second year.

#### Developing an Acquisition Options Plan

Housing the businesses and the organization's programs is one of the overall goals. It is the responsibility of the staff and the Site Development Committee. During the first year an Acquisitions Options Plan will be developed which clarifies the various approaches to securing the property needed to develop the Center for American Indians. This is basically a research project with a heavy reliance on our technical assistance providers.

#### Identifying Indian Entrepreneurs

Profiling possible Indian entrepreneurs, actively recruiting and training them is an important first year objective. A criteria will be developed which will outline the needed characteristics and capabilities of Indian entrepreneurs. Many of these Indians will be identified from ongoing activities, surveys, other organizations, and our client population.

#### Public Accountability

Following in the second year of the project, a direct appeal to the public for capital funds will be made (subsidized by non-Federal sources). This will entail new responsibilities to the general public. In order to ensure the continued

public trust, public statements on accomplishment of goals will be issued.

As groundwork, during year one, a separate Building and Development Fund will be created. This fund will apprise contributors of the benefits resulting from their support.

At the end of the first year there will be a project review to determine the efficacy of efforts. To be successful in the ensuing years it is imperative that the first year's activities fully prepare the participants to make sound decisions, to anticipate the difficulties, and adequately plan for the future.

#### PART IV: NARRATIVE SUMMARY - YEAR TWO

One of our Intermediate Goals is to engage in various income generating commercial ventures as individuals, as a community, and as an organization. Two major needs must be met to begin working to reach these goals. 1) The need to raise venture capital, and 2) the need to obtain technical expertise to plan and maintain the businesses successfully. A major focus of year two is to meet these needs. After these needs are met, we will start one income generating business at AICH, and provide the means for one Indian entrepreneur to start up and own their own business. AICH and the Indian community will become economically prepared and begin on the path to increased self-sufficiency. All Indians will benefit directly from these successes, and will have gained knowledge through training and direct experience.

##### Meeting the Need for Capital

The Department of Development will prepare a succinct plan for raising capital after evaluating many approaches. Approaches <sup>that are active</sup> that will be investigated include in part: (1) fundraising from the public (direct mail, media, canvassing, fundraising events, gifts & bequests) (2) foundation, church and corporate funding (to fund staff, program investments, technical assistance; also seed capital, matching grants, low-interest loans, (3) governmental agencies, (federal, state, and city, for direct capital grants, loans, action grants) (4) private lending institutions (pension funds, savings and loans, commercial banks, insurance companies, credit unions), (5) <sup>the</sup> establishment of an advisory group for fundraising to assist in leveraging funds.

### Meeting the Need for Technical Expertise

Technical expertise will be obtained from three major sources:

(1) Community Service Society-Community Economic Development Program, (providing management training, finance and budgeting, marketing, feasibility studies and business planning training and workshops, (2) Pratt Institute for Environmental Development, (providing real estate, planning and financial forecasting assistance) through workshops and (3) Council of New York Law Associates, will provide direct legal work, and training and council on legal matters. Additionally, government technical assistance will be utilized when identifiable training needs are <sup>recommended</sup> required by Small Business Administration/SCORE. The Department of Development will work closely with the technical assistance providers, overseeing Indian participation in training sessions. As the AICH business and the first entrepreneur near start-up the training and workshops will increase, and be targeted thereafter as needs are identified in an ongoing way.

### Start-up for AICH Commercial Business Venture

We will use standard business approaches to start-up the AICH venture, first by drawing from the pool of data gathered in year one to assess the most appropriate business idea's for the Indian community to enter into successfully. A major feasibility study will be conducted and several ventures will be cut. Identified management will assist in the development of the business plan and will be concurrently trained with staff. The AICH JTPA program will be partially redesigned to train Indians for the staff positions in the new AICH venture. At least ten "new" jobs will be created. When the capital is obtained the AICH business will start up, and employ ten Indians, and appropriate business skills will be continually strengthened.

### Start-up for First Entrepreneur:

The first Indian entrepreneur will be selected at the beginning of the second year and begin management training. The Entrepreneur will participate in the feasibility study, will be trained in management and participate in all phases of the decision making process with staff and technical assistants made available as needs arise. They will be trained in business planning and present their business plan for capital near the end of the second year. By the end of the second year they will obtain the capital for the start-up of business.

At the end of year two there will be a project review to determine successes and problems of the past year. Necessary changes will be incorporated into the planning for year three.



#### PART IV: NARRATIVE SUMMARY - YEAR THREE

During year three of operations the Department of Development will be coordinating the growth of the AICH business, and the individual entrepreneurs business, providing ongoing technical assistance to both. In addition, we will assist a second entrepreneur to start-up a new venture and begin group initiative trainings for another venture. We will also oversee ongoing activities: The Advisory Group, Outside Organizational Advocacy, the "Tribes in the City" program, surveying of AICH clients, monthly newsletter, and updating of data for the Business Information Bank and handbooks, and catalogs, and clearinghouse activities. We will incorporate necessary changes, additions identified while reviewing year two accomplishments, and evaluate the progress of the newly established business ventures.

##### AICH Business Development

The management review of the AICH business will be completed, and workshops and technical assistance will be provided in areas that are identified during the review process. Marketing, advertising, inventory, financial and technical needs, as well as staff upgrading and strengthening of skills will be emphasized. Capitalization will be evaluated and reassessed for future business needs. One year from start-up, a five-year business plan will be developed, incorporating all data analyzed, and financial cash flows that accurately reflect technological and major equipment needs of the venture. Growth will be carefully planned.

##### First Indian Entrepreneur Business Development

The first entrepreneur will receive technical assistance as needs are indicated, and will have ongoing access to the Business Information Bank, Clearing House, and all other technical assistance resources that are required for their ongoing success. There will be a thorough review of the need for inject-

ions of further capital and long term planning will take place.

#### Group Initiative Development

Indian people interested in group initiative training will be trained and participate in the conceptualization of their business and throughout the feasibility study and venture cutting stage. They will work with technical assistance providers on the business plan which will be submitted for capital in the final month of the project. They will have full access to the Data collected in the Business Information Bank, and have the opportunity to learn from the former ventures that were started by Indians in the project. AICH Department of Development will focus a major effort on the planning and support for the future start up of the group initiative.

#### Second Indian Entrepreneur Business Development

We will follow standard business procedure's as applied to Entrepreneur one, and similar technical assistance will be available in an ongoing way.

#### Three Year Project Review

At the end of the third year there will be a major project review of the past three years. With successful completion of the three year project, the Community and the Community House will have moved a long way toward becoming self-sufficient in economic enterprises. During the three years, we will have developed outside financial and technical resources to insure the continuation of the Department activities when federal support ends.

OBJECTIVE WORK PLAN

Part IV. Objective Work Plan

-ANA Use Only-

Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

To establish a Department of Development which will provide initiative and structure to economic development efforts.

2a. Applicant Objective No.: 1

2b. ANA Goal: 2

2c. Objective Share of Funds: 0 %<sup>1.</sup>

2d. Statement of the Objective:

To assign/hire and orientate three staff members: 1) Senior Development Officer; 2) Development Officer; 3) Administrative Assistant.

3a. Results or Benefits Expected:

Qualified staff that will provide the structure and technical expertise needed to promote economic programs for Indians.

3b. Criteria for Evaluating Results or Benefits Expected:

- A) Staff will exhibit progressive leadership.
- B) Staff will provide sound recommendations.
- C) Staff will follow through on projects goals.

Activities	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	Days Planned
Identified project staff will reach employment agreement.	Executive Director	6/84	6/84		
Development Department staff will interview and hire administrative support person.	Sr. Development Officer	6/84	6/84		
Development staff will develop work plans for various tasks to assist internal monitoring.	Sr. Development Officer	6/84	ongoing		
Bi-monthly progress reports will be reviewed by Sr. Dev. Officer.	Sr. Development Officer	6/84	ongoing		
Monitoring and Evaluation 1) Timeliness 2) Completion of tasks 3) Work habits 4) Attention to duties	Executive Director	6/84	ongoing		

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

There is a need to increase the economic potential for self-sufficiency through human and organizational resource development.

2a. Applicant Objective No.: 2

2b. ANA Goal: 2

2c. Objective Share of Funds: 7 %

2d. Statement of the Objective:

By April 1985, Senior Staff, interested members, and the AICH Board of Directors will have received eight (8) days of training in business planning and financing.

3a. Results or Benefits Expected:

Participants will be more knowledgeable about business planning and able to make decisions on economic development. Trained Indian participants will have learned about business planning, enabling them to make educated decisions in a broad range of business and economic development plans of concern to New York Indians.

- A. 20 Indian participants will be trained in business planning.
- B. Confidence in economic decisions will be increased.
- C. 20 participants will have new knowledge of data analysis.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Feedback from participants on what they learned/Response sheets.
- B. Feedback from training staff./Response sheets.

4b. Assigned to  
Position

4c. Start Stop

5a. Special Assistance Tasks

Activity

1. Pre-business workshop A. Pre-workshop planning. B. Workshop. C. Evaluation. D. Follow-up.	Sr. Development Officer	8/84	8/84	SBA will provide in-house training	4
2. Follow-up workshops for individuals on specific topics. A. Identify interest. B. Select workshop from ongoing SBA schedule. C. Workshop. D. Report.		9/84	3/85	SBA will provide outhouse training, Score will assist,	4 + ?
3. Three day workshop on organizational development and economic planning. A. Pre-workshop planning of goals and expected outcomes. B. Workshop. C. Evaluation. D. Follow-up.	Sr. Development Officer	10/84	10/84	Pratt Institute	4
4. One-day workshop on economic data analysis. 1.) Review of data obtained. 2.) Workshop planned. 3.) Workshop. 4.) Evaluation. 5.) Follow-up.	Sr. Development	11/84	11/84	Pratt Institute	2

4b. Assigned to  
Position

4c. Start

Stop

5a. Special Assistance Tasks

Activities

5. One-day workshop on developing  
business plans.

1.) Evaluate.

2.) Follow-up on interest.

Sr. Development  
Officer

12/84

12/84

CSS

2

6. One-day workshop on legal structures  
of potential business ventures.

1.) Evaluate.

2.) Follow-up on interest.

1/85

1/85

Council of New York Law  
Associates,

2



**Part IV. Objective Work Plan**

**-ANA Use Only-**

Grant No.:

ANA Code:

**Applicant Name:**

AMERICAN INDIAN COMMUNITY HOUSE

**NEED AND OBJECTIVE**

**1. Need Statement:**

In order to attract public and private financial support for economic development, there is a need to raise the public's awareness of American Indians in New York City.

**2a. Applicant Objective No.:** 3

**2b. ANA Goal:** 2

**2c. Objective Share of Funds:** 8 %

**2d. Statement of the Objective:**

By July 1984, the AICH will implement a public awareness campaign.

**3a. Results or Benefits Expected:**

- A. Increased interest of general public in Indian concerns.
- B. Increased participation of Indians in the activities of the community, specifically those who have not been active.
- C. Increased opportunities for attracting support.

**3b. Criteria for Evaluating Results or Benefits Expected:**

- A. Record increase in inquiries and requests.
- B. Record increase in Indian participation at events.
- C. Solicit feedback from currently affiliated groups and agencies.

Activities	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	5b. Person Days Planned
Design, print and distribute bookmarks gratis.	Sr. Development Officer	6/84	6/84	Community Service Society (CSS) Print Center at cost expense.	1
Design, print and deliver Public Service Advertisement to Transit Authority for Bus and Subway display.	Sr. Development Officer	7/84	9/84	"	1
Coordinate outside organizational advocacy - selected AICH board and staff to join non-Indian advocacy groups to lend Indian voice to city/community affairs.	Sr. Development Officer	9/84	on going	Coordinate with Board of Directors and in-house program staff.	
Monthly community economic development newsletter to Indians and non-Indian potential resources: human and financial. Design: One page both sides heavy stock paper, with economic emphasis. Type set.	Sr. Development Officer	8/84	on going	CSS Print Center at cost expense. Council of New York Law Associates	13
Set up public information office on economic development and general New York City Indian programs and demographics with information packet.	Administrative Assistant	7/84	on going		
Set up program to donate and exchange goods and services to other social service agencies from time to time. (For example, provide speakers, distribute excess used clothing, loan use of our van, etc.)	Sr. Development Officer	8/84	on going	Coordinate with in-house program staff.	
Write and submit a minimum of six Public Service Announcements (PSA's) on Indians in New York City to local radio stations (various lengths of 10 sec., 30 sec., and 60 sec.)	Sr. Development Officer	9/84	10/84	Coordinate with AICH Board and in house program staff.	4

<p>Increase participation of presently non-serviced Indian members by a <u>Tribes in the City</u> Program of socials, discussions and oral histories by utilizing the homes of selected staff and members of the AICH board.</p>	<p>Sr. Development Officer</p>	<p>11/84</p>	<p>on going</p>	<p>Dr. Rober Venables, former curator of Museum of the American Indian</p>	
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Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

There is a need to increase the economic potential for self-sufficiency through human and organizational resource development.

2a. Applicant Objective No.: 4

2b. ANA Goal: 2

2c. Objective Share of Funds: 11 %

2d. Statement of the Objective: By June 1, 1985, AICH will have:

- 1) A complete catalog of outside resources with established formal linkages.
- 2) A completed skills and interest survey of the Indian community.
- 3) A Business Information Bank containing current data on economic potential in New York City.

3a. Results or Benefits Expected:

AICH and the Indian community will be adequately prepared to embark on business venture(s) to create specific job and business opportunities in the following year.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Catalog and linkages reviewed by outside technical assistance for completeness and appropriateness.
- B. The Business Information Bank will be shelved with tax, legal, business planning, financing, and governmental/regulation information to be reviewed by outside technical assistance for adequacy.

## Activities

4b. Assigned to

Position

4c. Start Stop

5a. Special Assistance Tasks

5b. Person

Days

Planned

Develop an audio-visual presentation of social service and economic goals of organization.	Development Officer(s)	6/84	8/84	Utilize existing services of Program Staff; Pratt Institute	8
Survey in-house capabilities and management skills to determine strengths.	Development Officer	6/84	8/84	NYU Planning School (informal agreement/not finalized)	6
Develop test survey instrument to assess Indian community's interests and skills.	Sr. Development Officer	7/84	8/84		
Mail test survey city-wide (100)	Development Officer	8/84	10/84		
Assess test survey results, and refine instrument.					
Mail survey city-wide (1000)	Development Officer	9/84	11/84	NYU Planning School (ibid.)	6
Assess results, and determine interests and skills of Indian Community.					
Survey AICH clients (2500/yr)	Development Officer	9/84	on going	Program Directors AICH; C.S.S.,	7
Contact, request written information; schedule appointments, make presentations and ascertain possible cooperation from Federal agencies - (e.g. SBA, HUD, DOL, DOT, etc.) State agencies - (e.g. Economic Devel., Dept. of Labor, Urban Dev., Div. of Land Utilization, etc.) City agencies- (Office of Economic Development, CDA, Board of Estimate, Financial Information Services Agency, Public Development Corp., etc.) Private agencies (e.g. 14th Street LDC, Trust for Public Land, Community Resource Exchange, etc.) Bank and Venture Capital Companies - (e.g. minority desk of major banks, insurance companies, pension funds, New Ventures Inc., foundations with program related investments, etc.) Contact & linkages with regulatory agencies.	Development Officer	8/84	3/85		
Compile and edit information in hand-book form.	Sr. Development Officer & Dev. Officer/Adm. Asst.	3/85	5/85	Volunteer librarian assistance with compilation. CSS review.	10 60

ANA/UWP

Activities	4b. Assigned to Position	4c. start	Stop	5a. Special Assistance Tasks	5b. Person Days Planned
Review of Handbook	Sr. Development Officer	4/85	6/85	Community Service Society	9
Print Handbook.	Development Officer	7/85	7/85	New York Law Community Service Society Print Shop at cost,	2
Establish Clearing House for current economic data.	Administrative Assistant.	7/84	on going		
Locate and request planning commission reports, overall economic development plans of various agencies, data analysis studies of Federal, State, and City agencies, and of local universities.	Administrative Assistant	7/84	5/85	Pratt Institute	2
Collect, review, analyze, catalogue, cross reference and shelve. Provide access	Sr. Development Officer	3/85	5/85	Volunteer Librarian (identified)	12
Develop clear focus of purpose and goals expected of advisory group, written and agreed upon.	Sr. Development Officer	4/85	4/85	CSS; Board and staff	5
Review year's progress; ascertain possible need for additional staff and additional non-federal funding if necessary.	Sr. Development Officer	5/85	5/85		
					61

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

There is a need to increase the economic potential for self-sufficiency through human and organizational resource development.

2a. Applicant Objective No.: 5

2b. ANA Goal: 2

2c. Objective Share of Funds: 3 %

2d. Statement of the Objective:

By June 1985 AICH will have established an advisory group of influential Indians and non-Indians with a clearly defined purpose, goals and objectives focusing on fund-raising activities.

3a. Results or Benefits Expected:

- A. The potential for raising venture capital funds will be enhanced.
- B. Indian community's participation will increase in economic matters.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Number of effective persons in advisory group.
- B. Level of activity of advisory group.

Develop criteria for selection of advisory group:

- 1) Prestige of person's position
- 2) Link with business sector
- 3) Link with political institutions
- 4) Link with foundations and philanthropic corporations
- 5) Public recognition
- 6) Influence in city/community affairs

Sr. Development Officer

9/84

3/85

CSS: Administration Staff

2

Finalize goals and objectives for group

Sr. Development Officer

5/85

5/85

CSS; Administration Staff

1

During awareness campaign, recruit members for advisory group.

Sr. Development Officer

5/85

on going

Convene group:

- 1) Orientation
- 2) Group input on further clarifying goals and objectives
- 3) Set up schedule of meetings
- 4) Task assignments
- 5) Assist in developing plan for financial resource development

Sr. Development Officer

7/85

on going

CSS, Dept. of Organization Development

3

Monitor, evaluate and revise plans periodically

- 1) Public statements

Sr. Development Officer

7/85

on going

CSS, Community Resource Exchange

4



Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

There is a need to house, at low cost, social service, cultural and business ventures in one location which will be the focus of the Indian community's activities in New York City.

2a. Applicant Objective No.: 6

2b. ANA Goal: 2

2c. Objective Share of Funds: 5 %

2d. Statement of the Objective:

By June 1, 1985, AICH will have developed an Acquisition Options Plan for securing a building adequate to the needs of the community in New York City.

3a. Results or Benefits Expected:

A. A realistic plan for acquiring property.

3b. Criteria for Evaluating Results or Benefits Expected:

A. Inclusive of approaches (i.e., public transfers, low-rent lease with option to buy, bargain sale tax advantage method, joint venture, etc.) To be evaluated by outside technical assistance.

Activity	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	Person Days Planned
<p>Form site development committee of AICH Board members, program staff, general members and development office staff to formalize the criteria for site selection:</p> <ol style="list-style-type: none"> <li>1. size</li> <li>2. location</li> <li>3. accessibility</li> <li>4. income generating</li> <li>5. layout</li> <li>6. renovation costs</li> <li>7. etc.</li> </ol>	Development Officer	12/84	12/84	Pratt Institute	4
<p>Develop standard method for research on identified sites:</p> <ol style="list-style-type: none"> <li>1. Ownership</li> <li>2. taxes</li> <li>3. mortgages</li> <li>4. metering</li> <li>5. heating</li> <li>6. financing</li> <li>7. etc.</li> </ol>	Development Officer	1/85	3/85	Consult with county clerk, city registrar, real property office. Bank.	2
<p>Explore and explicate acquisition options:</p> <ol style="list-style-type: none"> <li>1. lease with option to buy.</li> <li>2. transfer from public ownership.</li> <li>3. Bargain sale with tax advantage to seller.</li> <li>4. outright purchase.</li> <li>5. New starts</li> <li>6. combinations and/or joint ventures.</li> <li>7. syndications</li> <li>8. financial requirements of each approach.</li> </ol>	Development Officer (s)	12/84	5/85	Pratt Institute; Council of New York Law Associates; and CSS	6
<p>Develop flexible plan for each option.</p>	Sr. Development Officer	5/85	5/85	Site Development Committee	8

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

**Applicant Name:**

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

**1. Need Statement:**

There is a need to raise funds and leverage venture capital for new business enterprises and site development.

**2a. Applicant Objective No.:** 7

**2b. ANA Goal:** 2

**2c. Objective Share of Funds:** 5 %

**2d. Statement of the Objective:**

By June, 1985, AICH will begin (3 months of) research to develop a comprehensive financial resource development campaign.

**3a. Results or Benefits Expected:**

- A. The potential for monies will be raised to subsidize Indian entrepreneurs thereby creating jobs.
- B. The potential for monies will be raised to start up an AICH business creating new jobs and providing income to AICH.
- C. The potential for monies will be raised to subsidize a group initiative business.
- D. American Indians will be recognized as progressive economic activists.

**3b. Criteria for Evaluating Results or Benefits Expected:**

The potential for adequate capitalization of new businesses will be raised as indicated by quality of linkages and completeness of plans.

4b. Assigned to

Position

4c. Start

Stop

5a. Special Assistance Tasks

Activity

Research potential for corporate, foundation and church support:

1. Program related investment programs
2. Grants for technical assistance
3. Grants for staff support
4. Seed capital
5. Matching grants
6. Challenge grants
7. Low or no-interest loans
8. Building acquisition grants

Sr. Development Officer

6/85

8/85

Foundation Center Library; CSS; Pratt; Community Resource Exchange (non-personnel)

12

Identify sources which share our goals

Sr. Development Officer

7/85

8/85

Tailor presentation and appeal to each funding source

Sr. Dev. Officer

7/85

on going

Advisory Group on fund-raising

Establish pre-appeal linkages

Sr. Dev. Officer

7/85

on going

Advisory Group

Research potential for direct appeal to public and the cost of each approach:

1. Direct mail
2. Newspaper and magazine appeal
3. Telethon
4. Canvassing
5. Benefit events
6. Requests to individuals
7. Gifts and bequests
8. Direct appeal to small groups

Sr. Dev. Officer

8/85

11/85

Community Services Society; AICH Administration/Staff;

20

Develop comprehensive campaign of diverse components with timing and cost analysis.

Sr. Dev. Officer

11/85

11/85

Advisory Group on fund-raising; AICH Administration/Staff

Solicit financial support for direct appeal:

1. Breakdown into discrete parts
2. Joint funding approach

Summarize information on venture capital from information bank and resource catalogue:

1. Pension funds
2. Savings and Loan Association
3. Commercial banks
4. Insurance companies
5. Credit unions
6. Local development corporation
7. SBA, HUD, etc.
8. State and city

Build pre-appeal rapport:

1. Information requests
2. Determine personal interests of company officers vis a vis Indians and/or community
3. Send newsletter regularly
4. Invitations to public cultural events

Sr. Dev.  
Officer

7/85

on  
going

Advisory Group on fund-raising

Sr. Dev.  
Officer

7/85

on  
going

Advisory Group; CSS; Pratt;  
New York Law Associates;

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

There is a need to raise funds and leverage venture capital for new business enterprises and site development.

2a. Applicant Objective No.: 8

2b. ANA Goal: 2

2c. Objective Share of Funds: 12 %

2d. Statement of the Objective:

By September, 1985, AICH will review, revise and implement the financial resource development campaign.

3a. Results or Benefits Expected:

- A. Monies raised for AICH business.
- B. Monies raised for entrepreneurs.
- C. Monies raised for site development.
- D. Monies raised for group initiatives.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Adequacy of amount of funds to meet the needs of new enterprises.
- B. Adequacy of funds for down payment on site.

Activity	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	Person Days Planned
Establish a fund for receipt of monies.	Sr. Development Officer	1/85	1/85	AICH Executive Director; Council of NY Law Associates	3
Revise and review resource development campaign.	Sr. Development Officer	10/85	10/85	Advisory Group	2
Initiate campaign 1) Timed and coordinated	Sr. Development Officer	9/85	ongoing		
Respond to public requests for information	Administrative Assistant	ongoing	ongoing		
Monitor and evaluate progress.	Sr. Development Officer	on going	ongoing	CSS; Advisory Group; Administration Staff.	
Monitor variances and revise	Sr. Development Officer	on going	ongoing	Advisory Group	
Ensure tax and legal requirements are met for accountability to the public trust	Sr. Development Officer	11/85	11/85	NY Law Associates; Executive Dir. AICH	5
Record receipts and report to the public	Sr. Development Officer	on going	ongoing	Administration Staff	
Priorities for investment and equitable allocation of resources.	Sr. Development Officer	12/85	5/86	Board of Directors; Advisory Group,	15

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

To start generating income through for-profit ventures designed to enable AICH to gain some measure of self-sufficiency and also provide specific job opportunities for the Indian community.

2a. Applicant Objective No.: 9

2b. ANA Goal: 2

2c. Objective Share of Funds: 12 %

2d. Statement of the Objective:

Toward the end of 1985, AICH will choose and start up one new commercial venture.

3a. Results or Benefits Expected:

- A. Potential for income will begin to be realized.
- B. Ten new jobs will be created (managerial and staff).
- C. Indian community's identity and confidence will be enhanced.
- D. Indians will gain valuable education and skills by participating in development of their own business.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Potential for income.
- B. Number of Indians employed.
- C. Increase of interest by individual Indian entrepreneurs.
- D. Number of Indians trained.



4b. Assigned to  
Position

4c. Start Stop

5a. Special Assistance Tasks

Activities

Activities	Assigned to Position	Start	Stop	Special Assistance Tasks	Person Days Planned
Review of first year data and assessment of effort.	Staff	1/85	1/85	Planning Team; Board of Directors	4
Generation of potential business ideas.	Staff	3/85	3/85	Indian Business Planning Team	4
Selection of most practical ideas for study.	Development Officer	5/85	5/85	Team; Board; CSS; Pratt	10
Feasibility study	Development Officer	6/85	8/85	Planning Team and Community Service Society (CSS)	7
1st Venture cut	"	8/85	8/85	Planning Team and CSS	2
2nd Venture cut	"	8/85	8/85	Planning Team and CSS	2
Selection of business venture and legal structure.	"	9/85	9/85	Planning Team, CSS and Council of New York Law Associates	12
Develop standard business plan.	"	9/85	9/85	Identified managers and CSS	20
Concurrent training of managers and staff.	"	9/85	on going	Community Service Society (CSS); JPTA participation	(non-est.)
Capitalization of venture	Sr. Development Officer	11/85	11/85		
Pre-business requirements	Development Officer	10/85	10/85	Identified managers and SCORE; Council of New York Law Associates.	12
Start-up AICH business	Development Officer	12/85	12/85	T.A. Providers; identified managers	

**Part IV. Objective Work Plan**

**-ANA Use Only-**  
Grant No.:  
ANA Code:

**Applicant Name:**

AMERICAN INDIAN COMMUNITY HOUSE

**NEED AND OBJECTIVE**

**1. Need Statement:**

To start generating income through for-profit ventures designed to enable AICH to gain some measure of self-sufficiency and also provide specific jobs for the Indian community.

**2a. Applicant Objective No.:** 10

**2b. ANA Goal:** 2

**2c. Objective Share of Funds:** 8 %

**2d. Statement of the Objective:**

During 1986, AICH will continue to provide technical and asset procurement assistance to the new venture.

**3a. Results or Benefits Expected:**

- A. Jobs skills will be improved.
- B. Managerial skills will be improved.
- C. Potential for income will be enhanced.
- D. Indian community will have confidence in participating in business ventures.

**3b. Criteria for Evaluating Results or Benefits Expected:**

- A. Timely completion of employee task assignment.
- B. Management skills will be measured by performance of business venture.
- C. Increased Indian inquiries and requests for business information.

Activities	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	Person Days Planned
Organizational management review and revision where necessary for AICH business, including possible job re-design for staff.	Development Officer	12-86	bi-mnth	Key managers, CSS Indian Planning Team	3
Management training session in identified areas of need. (e.g. marketing, financing, advertising, legal, etc.) for AICH Business.	Development Officer	4-86	as-needed	SBA, Score	
Revise and up-date business plan. AICH Business	Development Officer	6-86	6-86	Key managers, CSS	3
Submit new business plan for capital if necessary.	Sr. Development Officer	-	-		
Up-dating of Indian Business Information Bank, and revision of how information is disseminated to Indians.	Administrative Assistant	9-85	ongoing		
Design of training model for specific job descriptions in AICH venture with JTPA Program.	Development Officer	10-86	10-86	JTPA, Director and CSS	5
Evaluate needs for technology/special equipment for AICH business. (Five year projections)	Development Officer	11-86	11-86	SBA, Score.	10
Seek capital to match technology and special equipment needs of AICH business.	Sr. Development Officer	7-86	7-86		
Develop five year business plan.	Development Officer	11-86	11-86	CSS, New Ventures, etc.	7

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

To create specific job and business opportunities in the private sector for American Indians.

2a. Applicant Objective No.: 11

2b. ANA Goal: 2

2c. Objective Share of Funds: 12 %

2d. Statement of the Objective:

One new privately owned Indian business will be started in 1986.

3a. Results or Benefits Expected:

- A. One Indian entrepreneur will own his/her business.
- B. Five to ten new jobs will be created.
- C. Successful start-up will have positive impact on Indian community.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Business will be at least 51% Indian owned.
- B. Five to ten unemployed Indians will have new jobs.
- C. Positive feedback will increase, and confidence of Indian community will be enhanced in business planning.

Activities	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	5b. Person Days Planned
Develop entrepreneurial profile	Development Officer	12/84	12/84	CSS; Indian Planning Team	4
Recruitment and screening of potential entrepreneur(s) who have set a high priority on "new" job creation.	Development Officer	1/85	5/85	Indian Planning Team	
Selection of first entrepreneur	Staff input only	6/85	6/85	Committee of outside T.A. pro- viders, with staff input only.	5
Business and/or managerial training for entrepreneur(s)	Development Officer	7/85	7/87	CSS; SBA	T.B.D.
Feasibility study (if necessary)	"	6/85	10/85	CSS	45
1st Venture cut	"	12/85	12/85	CSS	1
2nd Venture cut	"	1/86	1/86		
Standard business plan development	"	2/86	2/86	CSS, Score	10
Presentation of plan for capitalization	Sr. Development Officer	4/86	4/86	Entrepreneur(s); Score,	4
Continuing technical assistance	Development Officer	5/86	ongoing	SBA, Score, CSS, etc.	8

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

To create specific job and business opportunities in the private sector for American Indians.

2a. Applicant Objective No.: 12

2b. ANA Goal: 2

2c. Objective Share of Funds: 8 %

2d. Statement of the Objective:

During early 1987 the pre-business stage of development will have been completed for one more new individual Indian owned enterprise.

3a. Results or Benefits Expected:

- A. The likelihood of five to ten new jobs will be advanced.
- B. New Indian entrepreneur(s) will be trained.
- C. The likelihood of one more Indian business will be advanced.
- D. Participatory interest of Indians will be heightened.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Completeness of pre-start-up activities.
- B. Feedback from community.

Activity	4b. Assigned to Position	4c. Start	Stop	5a. Special Assistance Tasks	5b. Person Days Planned
Recruitment and/or screening of individual Indian business entrepreneurs.	Development Officer(s)	1/85	ongoing	Indian Planning Team, CSS,	4
Selection of entrepreneur(s)	-	12/85	12/85	Committee of outside t,a, providers, with staff input only.	5
Business and/or managerial training. for new entrepreneur.	Development Officer	1/86	1/86	Score; SBA; CSS	4
Feasibility study for conceptualized venture (if necessary)	Development Officer	1/86	3/86	CSS and identified managers.	15
1st Venture cut	Development Officer	4/86	4/86		
2nd Venture cut	Development Officer	6/86	6/86		
Standard business plan developed	Development Officer	7/86	10/86	Entrepreneur; and CSS; Score	15

Part IV. Objective Work Plan

-ANA Use Only-  
Grant No.:  
ANA Code:

Applicant Name:

AMERICAN INDIAN COMMUNITY HOUSE

NEED AND OBJECTIVE

1. Need Statement:

To create specific job and business opportunities in the private sector for American Indians.

2a. Applicant Objective No.: 13

2b. ANA Goal: 2

2c. Objective Share of Funds: 9 %

2d. Statement of the Objective:

During 1987 the pre-business stage of development will have been completed for one new group initiative Indian enterprise.

3a. Results or Benefits Expected:

- A. The potential for 25 new jobs will be advanced.
- B. Cohesion of the Indian community will be enhanced.

3b. Criteria for Evaluating Results or Benefits Expected:

- A. Completeness of pre-business activities.
- B. Community requests for assistance on new group projects.



5b. Person  
Days  
Planned

4b. Assigned to  
Position

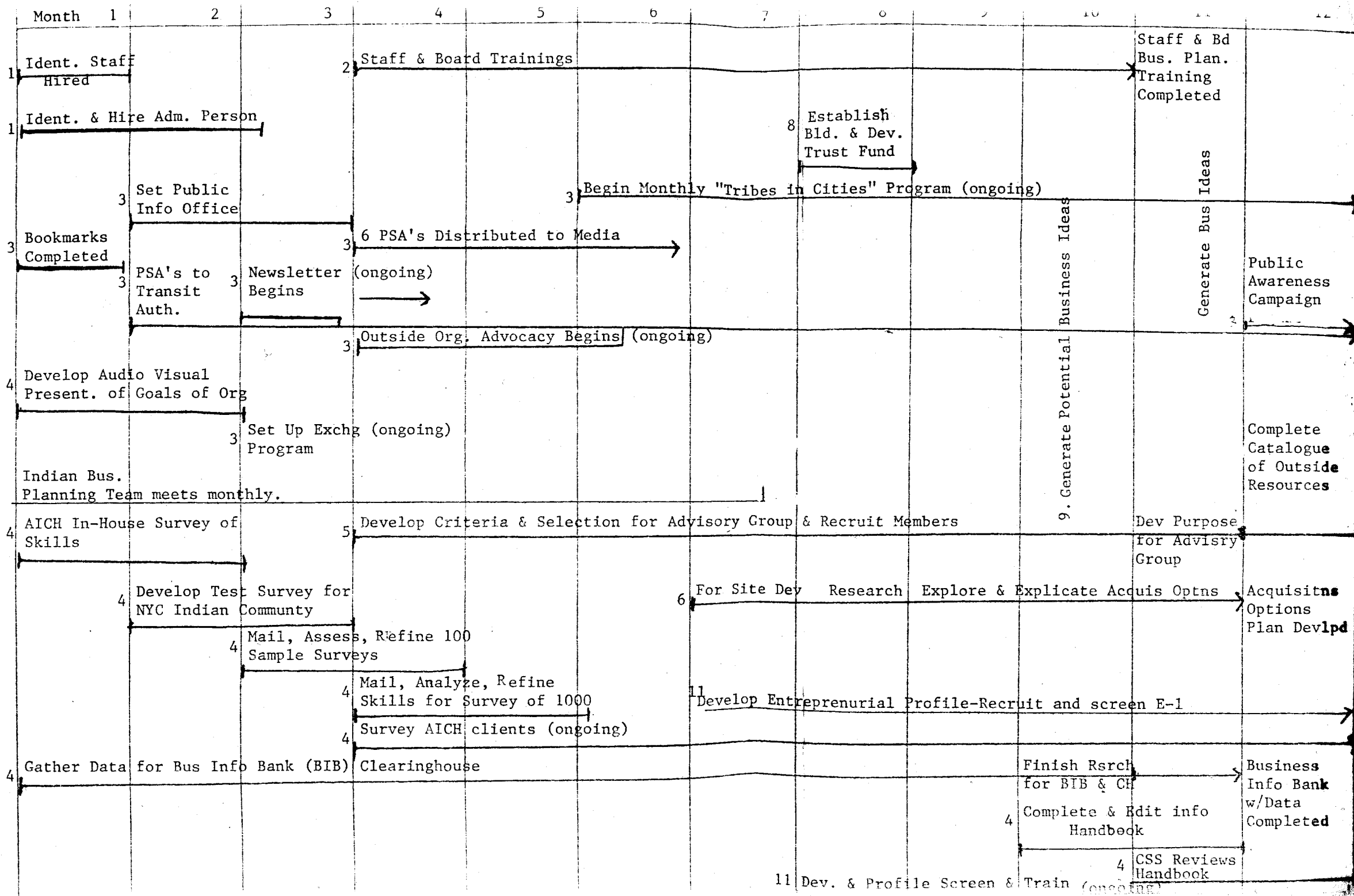
4c. Start Stop

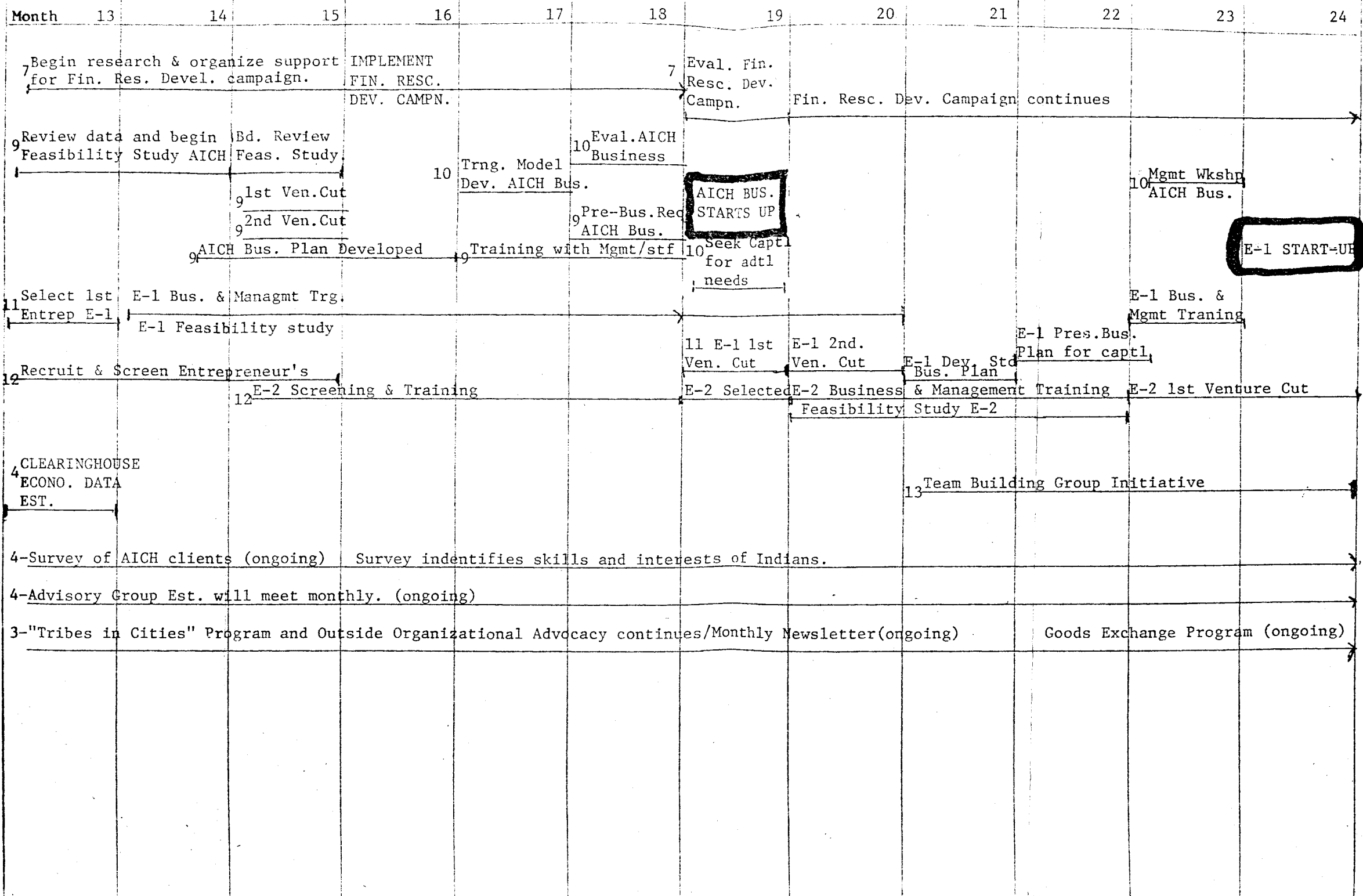
5a. Special Assistance Tasks

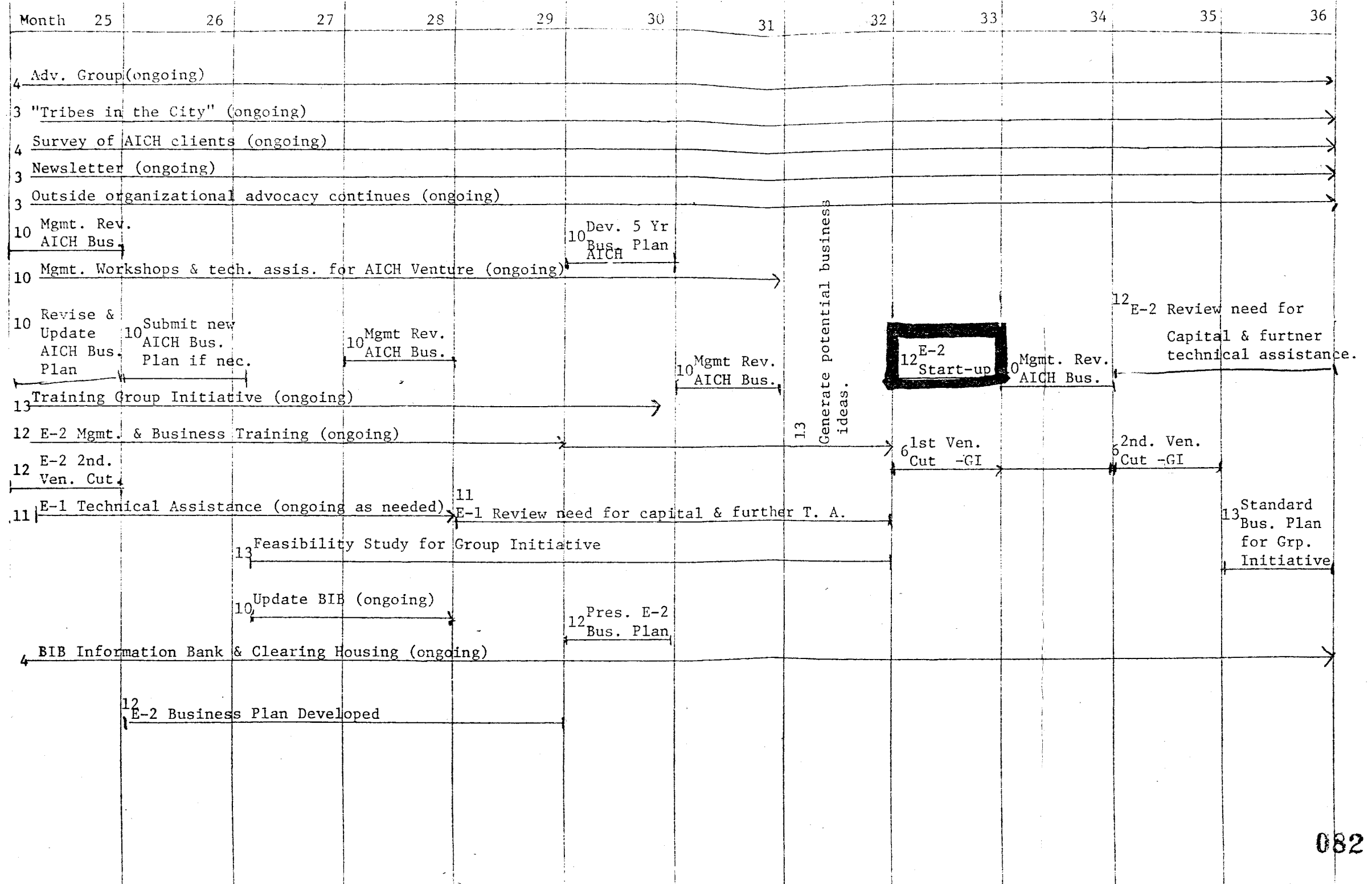
Activities

Recruitment and/or screening of group	Development Officer	2/86	4/86	CSS ; Indian Planning team	6
Team Building	Development Officer	4/86	6/86	CSS	10
Business Training for group initiative	Development Officer	6/86	10/86	CSS	TBD
Feasibility study	Development Officer	8/86	11/86	CSS	15
1st Venture cut	"	1/87	1/87	Indian Planning Team ; CSS	4
2nd Venture cut	"	4/87	4/87	Indian Planning Team	4
Business Plan development	"	4/87	5/87	CSS	10

TIME LINE







## **PART V**

### **ASSURANCES**

The Applicant hereby assures and certifies that he will comply with the regulations, policies, guidelines, and requirements including OMB Circulars Nos. A-87, A-95, and A-102, as they relate to the application, acceptance and use of Federal funds for this Federally assisted project. Also the Applicant assures and certifies with respect to the grant that:

1. It possesses legal authority to apply for the grant; that a resolution, motion or similar action has been duly adopted or passed as an official act of the applicant's governing body, authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with the application and to provide such additional information as may be required.
2. It will comply with Title VI of the Civil Rights Act of 1964 (P.L. 88-352) and in accordance with Title VI of that Act, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance and will immediately take any measures necessary to effectuate this agreement.
3. It will comply with Title VI of the Civil Rights Act of 1964 (42 USC 2000d) prohibiting employment discrimination where (1) the primary purpose of a grant is to provide employment or (2) discriminatory employment practices will result in unequal treatment of persons who are or should be benefiting from the grant-aided activity.
4. It will comply with requirements of the provisions of the Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (P.L. 91-646) which provides for fair and equitable treatment of persons displaced as a result of Federal and federally assisted programs.
5. It will comply with the provisions of the Hatch Act which limit the political activity of employees.
6. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, as they apply to hospital and educational institution employees of State and local governments.
7. It will establish safeguards to prohibit employees from using their positions for a purpose that is or gives the appearance of being motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties.
8. It will give the grantor agency or the Comptroller General through any authorized representative the access to and the right to examine all records, books, papers, or documents related to the grant.
9. It will comply with all requirements imposed by the Federal grantor agency concerning special requirements of law, program requirements, and other administrative requirements approved in accordance with Office of Management and Budget Circular No. A-102.

ASSURANCE OF COMPLIANCE WITH THE DEPARTMENT OF  
HEALTH AND HUMAN SERVICES REGULATION UNDER  
TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

American Indian Community House, Inc.

(hereinafter called the "Applicant")

(Name of Applicant)

HEREBY AGREES THAT it will comply with title VI of the Civil Rights Act of 1964 (P.L. 88-352) and all requirements imposed by or pursuant to the Regulation of the Department of Health and Human Services (45 CFR Part 80) issued pursuant to that title, to the end that, in accordance with title VI of that Act and the Regulation, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Applicant receives Federal financial assistance from the Department; and HEREBY GIVES ASSURANCE THAT it will immediately take any measures necessary to effectuate this agreement.

If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the Applicant by the Department, this assurance shall obligate the Applicant, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the Applicant for the period during which it retains ownership or possession of the property. In all other cases, this assurance shall obligate the Applicant for the period during which the Federal financial assistance is extended to it by the Department.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Applicant by the Department, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The Applicant recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Applicant.

Dated January 9, 1984

American Indian Community House, Inc.

(Applicant)

By Michael A. Bush, Executive Director

(President, Chairman of Board, or comparable  
authorized official)

842 Broadway

New York, N. Y. 10003

(Applicant's mailing address)

HDS GRANTS MANAGEMENT

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE  
ASSURANCE OF COMPLIANCE WITH SECTION 504 OF THE  
REHABILITATION ACT OF 1973, AS AMENDED

The undersigned (hereinafter called the "recipient") HEREBY AGREES THAT it will comply with section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by the applicable HEW regulation (45 C.F.R. Part 84), and all guidelines and interpretations issued pursuant thereto.

Pursuant to § 84.5(a) of the regulation [45 C.F.R. 84.5(a)], the recipient gives this Assurance in consideration of and for the purpose of obtaining any and all federal grants, loans, contracts (except procurement contracts and contracts of insurance or guaranty), property, discounts, or other federal financial assistance extended by the Department of Health, Education, and Welfare after the date of this Assurance, including payments or other assistance made after such date on applications for federal financial assistance that were approved before such date. The recipient recognizes and agrees that such federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance and that the United States will have the right to enforce this Assurance through lawful means. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

This Assurance obligates the recipient for the period during which federal financial assistance is extended to it by the Department of Health, Education, and Welfare or, where the assistance is in the form of real or personal property, for the period provided for in § 84.5(b) of the regulation [45 C.F.R. 84.5(b)].

The recipient: [Check (a) or (b)]

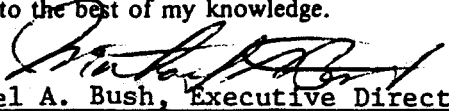
a. ( ) employs fewer than fifteen persons;  
A73

b. ( X ) employs fifteen or more persons and, pursuant to § 84.7(a) of the regulation [45 C.F.R. 84.7(a)], has  
A74 designated the following person(s) to coordinate its efforts to comply with the HEW regulation:

<u>Michael A. Bush</u>			
Name of Designee(s) - Type or Print			
C12		C42	
<u>American Indian Community House, Inc.</u>		<u>842 Broadway</u>	
Name of Recipient - Type or Print		Street Address or P. O. Box	
A12	A41	A42	A71
1-23-7088777-AI		New York,	
(IRS) Employer Identification Number		City	
A1	A11	B12	B41
B1	B11	New York	10003
C1	C11	State	Zip
		B42	B71

I certify that the above information is complete and correct to the best of my knowledge.

January 24, 1984  
Date  
B72 B77

  
Michael A. Bush, Executive Director  
Signature and Title of Authorized Official  
B78

If there has been a change in name or ownership within the last year, please PRINT the former name below:

NOTE: The 'A', 'B', and 'C' followed by numbers are for computer use. Please disregard.

PLEASE RETURN ORIGINAL TO: Office for Civil Rights, Room 5627/B North Building, 330 Independence Avenue, N.W.,  
Washington, D.C. 20201.

RETURN COPY TO: Grants Management Office

HDS GRANTS MANAGEMENT



CERTIFICATION OF MAINTENANCE  
OF EFFORT

In accordance with 45 CFR 1336.53, we American Indian Community House, Inc.  
(Name of Organization)

\_\_\_\_\_ hereby certify that the financial assistance provided by the Administration for Native American, Office of Human Development Services for the Specified activities to be performed under this program will be in addition to, and not in substitution for, comparable activities provided without Federal Assistance.



+ Michael A. Bush, Executive Director  
Signature and Title of Certifying  
Official

January 24, 1984  
Date

Grants Management.  
(ANA Program)

**BUDGET EXPLICATION**

**THREE YEAR SUMMARY**

## BUDGET EXPLICATION

### THREE YEAR SUMMARY

a. Personnel

Duties of personnel are directly related to the accomplishment of the objectives. Year 2 and 3 includes 6% Cost of Living Adjustments.

b. Fringe Benefits

Breakdown:

6.65% FICA  
6.50% State Unemployment  
6.85% Health Insurance  
2.00% Workmen's compensation  
(same all three years.)

c. Travel

No Federal Expense. (same all three years.)

d. Equipment

YEAR ONE: Word processor: PURCHASE. There is a need for the word processor because of the large amount of printed materials generated by the newsletter, the mailing list, the handbook, the catalog, the Information Bank, the ClearingHouse, clerical office flow, surveys. (leasing over three years costs more than outright purchase.)

Business calculator: PURCHASE. Because of the nature of the objective workplans on economic activities, there is a necessity for generating detailed business data, including financial projections, deviation analysis, pro forma cash flows, financial updates and reports and other forecasts of a financial nature for accurate financial planning.  
(leasing over three years costs more than outright purchase.)

YEAR TWO: Soft-ware/supplies will be purchased for word processor needed because of the large amount of printed materials generated which will need to be stored (i.e. mailing lists, newsletter, handbook(s) updates, Information Bank Updates, new survey information and assessments, and real estate research updates.)

YEAR THREE: non-applicable, all equipment needs will be met for project.

e. Supplies

These are consumables for clerical and project output (estimated), and are in support of objectives and activities.  
(anticipated cost increase in year two and three.)

f. Contractural /non-applicable.

g. Construction/ non-applicable.

BUDGET EXPLICATION THREE YEAR SUMMARY (CON'T)

h. Other

- YEAR ONE: Printing and duplication includes handbook, catalog, newsletter, training materials, file copies, information packet, and incidentals.
- YEAR TWO: Includes handbook updates, catalog updates, newsletter, increased training materials, file copies, information packets, and incidentals. Business plans and feasibilities will have to be duplicated and there is an anticipated cost increase.
- YEAR THREE: Includes handbook updates, catalog updates, newsletter, increased training material updates, file copies, information packets, and incidentals. Business Plans and Feasibility studies will be generated and there is an anticipated cost increase.
- YEAR ONE: Postage is requested for first two months of newsletter, then monies will be solicited from foundations, and churches. Postage is required for daily correspondence.
- YEAR TWO: Postage is required for daily correspondence.
- YEAR THREE: Postage is required for daily correspondence.

Local Travel required for staff to attend workshops and trainings, budget is increased in year two and year three as economic activity steps up.

Telephone needed for three personnel to utilize 3 telephones to reach objectives.

There is an anticipated cost increase in year 2 and 3.

- j. Indirect Charges calculated at 19.3%  
These charges are estimated and negotiable.

ANA BUDGET: 3 YEAR TOTALS

## OTHER SOURCES/

1. <u>PERSONNEL</u>	IN-KIND	%	FEDERAL	%	TOTAL
Executive Director/20% time	21,848				21,848
Sr. Development Officer			92,324		92,324
Development Officer			70,039		70,039
Administrative Assistant			54,121		54,121
Sub-total	21,848		216,484		238,332
Fringe @22%	4,806		47,625		52,431
Sub-total 1.	26,654		264,109		209,763
2. <u>PROFESSIONAL CONSULTANTS</u>					
Legal	16,750				16,750
Business/Financial	35,000				35,000
Real Estate	10,750				10,750
Sub-total 2.	62,500				62,500
3. <u>OTHER THAN PERSONNEL SERVICES</u>					
Office Supplies			4,400		4,400
Printing & Duplication	7,100		4,900		12,000
Postage	4,440		860		5,300
Telephone			4,075		4,075
Rent			26,917		26,917
Utilities			3,450		3,450

3. OTPS (SUB-TOTAL BROUGHT FORWARD 11,540

44,602

56,142

<u>Sub-total preceding page</u>	<u>TN-KIND</u>	<u>%</u>	<u>FEDERAL</u>	<u>%</u>	<u>TOTAL</u>
Travel local			1,750		1,750
Travel conferences	7,500				7,500
Equipment					
Desks	2,250				2,250
Chairs	1,800				1,800
File cabinet	700				700
Tables	500				500
Book Shelves	750				750
Word Processor/soft-ware			5,500		5,500
Rental Savin #880	2,940				2,940
Business calculator			500		500
OTPS Sub-total 3.	27,980		52,352		80,332
SUB-TOTAL LINES 1,2, &3	117,134		316,461		433,595
Administrative Overhead @	22,606		61,076		83,682
TOTAL BUDGET	139,740		377,537		517,277

SEE: NOTES TO BUDGET

**BUDGET EXPLICATION**

**YEAR ONE**

## BUDGET EXPLICATION

### FIRST YEAR

#### a. Personnel

Duties of personnel are directly related to the accomplishment of the objectives.

#### b. Fringe Benefits

##### Breakdown:

6.65%	FICA
6.50%	State Unemployment
6.85%	Health Insurance
2.00%	Workmen's compensation

#### c. Travel

No Federal expense.

#### d. Equipment

Word processor: FIRST YEAR ONLY PURCHASE.

There is a need for the word processor because of the large amount of printed materials generated by the newsletter, the mailing list, the handbook, the catalog, the Information Bank, The Clearinghouse, clerical office flow, surveys and assessments, and real estate background research.  
(leasing over three years costs more than outright purchase.)

Business calculator: FIRST YEAR ONLY PURCHASE.

Because of the nature of the objective workplans on economic activities, there is a necessity for generating detailed business data, including financial projections, deviation analysis, pro forma cash flows, financial updates and reports, and other forecasts of a financial nature for accurate financial planning.  
(leasing over three years costs more than outright purchase.)

#### e. Supplies

These are consumables for clerical and project output (estimated), and are in support of objectives and activities.

#### f. Contractual /non-applicable

#### g. Construction / non-applicable

#### h. Other

Printing and duplication includes handbook, catalog, newsletter, training materials, file copies, information packet, and incidentals.

Postage requested for first two months of newsletter, then monies will be solicited from foundations, churches and corporations for newsletter.

Postage required for daily correspondence.

Local travel required for staff to attend workshops and trainings.



BUDGET EXPLICATION                      FIRST YEAR (con't)

Telephone needed for three full time staff to utilize 3 telephones to reach objectives.

j. Indirect Charges

Administrative overhead @19.3%; estimated and negotiable.

ANA BUDGET: YEAR 1

OTHER SOURCES/

1. <u>PERSONNEL</u>	IN-KIND	%	FEDERAL	%	TOTAL
Executive Director/20% time	6,930	100			6,930
Sr. Development Officer			29,000	100	29,000
Development Officer			22,000	100	22,000
Administrative Assistant			17,000	100	17,000
Sub-total (prior to fringe)	6,930	100	68,000		74,930
Fringe @22%	1,525	100	14,960		16,485
(sub-total - 1.)	8,455	100	82,960		91,415
2. <u>PROFESSIONAL CONSULTANTS</u>					
Legal (10 days @ \$350)	3,500	100			3,500
Business/Financial (30 @\$350)	10,500	100			10,500
Real Estate (15 @\$250)	3,750	100			3,750
(sub-total - 2.)	17,750	100			17,750
3. <u>OTHER PERSONNEL SERVICES</u>					
Office Supplies			1,200	100	1,200
Printing & Duplication	1,600	53	1,400	47	3,000
Postage	940	85	160	15	1,100
Telephone			1,225	100	1,225
Rent (6 mos. @\$4.77/sq. ft.)			1,717	100	1,717
(6 mos. @\$14/sq. ft.)			5,040	100	5,040
Utilities (@\$1.75 X 600 sq ft)			1,050	100	1,050

3. OTPS (SUB-TOTAL BROUGHT FORWARD 2,540

11,792

13,205

	TN-KIND	%	FEDERAL	%	TOTAL
Travel local (public & taxi)			500	100	500
Travel conferences	2,000	100			2,000
Equipment					
Desks 3 @\$250	750	100			750
Chairs 6 @\$100	600	100			600
File cabinet 2 @\$ 150	300	100			300
Tables 2 @\$ 100	200	100			200
Book Shelves 2 @ \$125	250	100			250
Word Processor/soft-ware			3,500	100	3,500
Rental Savin #880 @\$75./mo.	900	100			900
Business calculator			500	100	500
Sub-total - 3.	7,540		16,292		23,832
TOTAL LINES 1,2, &3	33,745		99,252		132,997
Administrative Overhead @19.3%	6,512		19,155		25,667
TOTAL BUDGET	40,257	25	118,407	75	158,664

SEE: NOTES TO BUDGET

**BUDGET EXPLICATION**

**YEAR TWO**

## BUDGET EXPLICATION

### SECOND YEAR

a. Personnel

Duties of personnel are directly related to the accomplishment of the objectives.

b. Fringe Benefits

Breakdown:

6.65%	FICA
6.50%	State Unemployment
6.85%	Health Insurance
2.00%	Workmen's compensation

c. Travel

No Federal expense.

d. Soft-ware/supplies for word processor are needed because of the large amount of printed materials generated which will need to be stored (i.e. mailing lists, Newsletter, Handbook Updates, Catalog Updates, Information Bank Updates, new survey information and assessments, and real estate research updates).

e. Supplies

These are consumables for clerical and project output (estimated) and are in support of objectives and activities.

f. Contractual/ Not applicable

g. Construction/ Not applicable

h. Other

Printing & duplication includes handbook updates, catalog updates, newsletter, increased training materials, file copies, information packets, and incidentals. Business plans and feasibilities will also have to be duplicated.

Local travel for staff to attend workshops and trainings.

Postage required for daily correspondence.

Telephone needed for 3 full-time staff to utilize 3 phones in order to reach objectives.

j. Indirect charges

Administrative overhead @ 19.3%; estimated and negotiable.

ANA BUDGET: YEAR 2

OTHER SOURCES/

1. <u>PERSONNEL</u>	IN-KIND	%	FEDERAL	%	TOTAL
Executive Director /20% time	7,242	100			7,242
Sr. Development Officer			30,740		30,740
Development Officer			23,320		23,320
Administrative Assistant			18,020		18,020
Sub-total (prior to fringe)	7,242	100	72,080		79,322
Fringe @22%	1,593	100	15,857		17,450
Sub -total 1.	8,835	100	87,937		96,772
2. <u>PROFESSIONAL CONSULTANTS</u>					
Legal 15 days @ \$350	5,250	100			5,250
Business/Financial 30 @ \$350	10,500	100			10,500
Real Estate 10 @ \$250	2,500	100			2,500
Sub-total 2.	18,250				18,250
3. <u>OTHER THAN PERSONNEL SERVICES</u>					
Office Supplies			1,400	100	1,400
Printing & Duplication	2,500	62.5	1,500	37.5	4,000
Postage	1,500	88	200	12	1,700
Telephone	-0-		1,350	100	1,350
Rent 12 mos @\$14/sqftX600	-0-		10,080	100	10,080
Utilities \$2./sqftX600	-		1,200	100	1,200

3. OTPS (SUB-TOTAL BROUGHT FORWARD 4,000 15,730 19,730

	TN-KIND	%	FEDERAL	%	TOTAL
Travel local (public & taxi)			600	100	600
Travel conferences	2,500	100			2,500
Equipment					
Desks 3 @\$250 (Rental)	750	100			750
Chairs 6 @\$100	600	100			600
File cabinet 2 @\$100	200	100			200
Tables 2 @\$75	150	100			150
Book Shelves 2 @ \$125	250	100			250
Purchase(s) supplies- /soft-ware			1,000	100	1,000
Rental Savin #880 @\$ 80-/mo.	960	100			960
Sub-total - 3.	9,410		17,330		26,740
TOTAL LINES 1,2, &3	36,495		105,267		141,762
Administrative Overhead @19.3%	7,043		20,316		27,359
TOTAL BUDGET	43,538	25.7	125,583	74.3	169,121

SEE: NOTES TO BUDGET

**BUDGET EXPLICATION**  
**YEAR THREE**



## BUDGET EXPLICATION

### THIRD YEAR

a. Personnel

Duties of personnel are directly related to the accomplishment of the objectives.

b. Fringe Benefits

Breakdown:

6.65%	FICA
6.50%	State Unemployment
6.85%	Health Insurance
2.00%	Workmen's compensation

c. Travel

No Federal expense.

d. Equipment/non applicable.

e. Supplies

These are consumables for clerical and project output (estimated), and are in support of objectives and activities.

f. Contractual/non applicable.

g. Construction/ non applicable.

h. Other

Printing and duplication includes handbook updates, catalog updates, newsletter, increased training material updates, file copies, information packets, and incidentals. Business Plans and Feasibility Studies will be generated.

Local travel for staff to attend workshops and trainings.

Postage requested for daily correspondence.

Telephone needed for three full time staff to utilize 3 telephones to reach objectives.

j. Indirect Charges

Administrative overhead @19.3%; estimated and negotiable.

## OTHER SOURCES/

1. <u>PERSONNEL</u>	IN-KIND	%	FEDERAL	%	TOTAL
Executive Director/20% time	7,676	100			7,676
Sr. Development Officer			32,584	100	32,584
Development Officer			24,719	100	24,719
Administrative Assistant			19,101	100	19,101
Sub-total	7,676		76,404		84,080
Fringe @22%	1,688	100	16,808		18,496
Sub-total 1.	9,364		93,212		102,576
2. <u>PROFESSIONAL CONSULTANTS</u>					
Legal 20 days @ \$400	8,000	100			8,000
Business/Financial 35 @\$400	14,000	100			14,000
Real Estate 15 @ \$300	4,500	100			4,500
Sub-total 2.	26,500				26,500
3. <u>OTHER THAN PERSONNEL SERVICES</u>					
Office Supplies			1,800	100	1,800
Printing & Duplication	3,000	60	2,000	40	5,000
Postage	2,000	80	500	20	2,500
Telephone			1,500	100	1,500
Rent 12 mos @\$14/sqftX600			10,080	100	10,080
Utilities \$2./sqftX600			1,200	100	1,200

ANA BUDGET: YEAR 3 PAGE 2

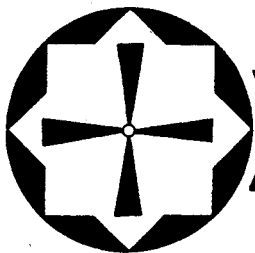
3. OTPS (SUB-TOTAL BROUGHT FORWARD 5,000 17,080 22,080

Sub-total preceding page	TN-KIND	%	FEDERAL	%	TOTAL
Travel local (public & taxi)			650	100	650
Travel conferences	3,000	100			3,000
Equipment					
Desks 3 @\$250 Rental	750	100			750
Chairs 6 @\$100	600	100			600
File cabinet 2 @\$100	200	100			200
Tables 2 @\$75	150	100			150
Book Shelves 2 @ \$125	250	100			250
Rental Savin #880 @\$75./mo.					
Sub-total 3.	11,030		18,730		29,760
TOTAL LINES 1,2, &3	46,894		111,942		158,836
Administrative Overhead @19.3%	9,050		21,604		30,654
TOTAL BUDGET	55,944	29.5	133,546	70.5	189,490

SEE: NOTES TO BUDGET

# AICH

(212) 598-0100



## AMERICAN INDIAN COMMUNITY HOUSE, INC.

842 BROADWAY • NEW YORK, N.Y. 10003

This is to certify that at a Board of Directors meeting on January 9, 1984 the Board has reviewed and approved for submission by the Executive Director an application for funding in response to Program Announcement 13612-842. The content of the funding application is in keeping with issues and decisions discussed and acted on by the Board at prior meetings.

SIGNED:

*Lyle H. Iron Moccasin*

Lyle H. Iron Moccasin  
Chairperson

DATED: January 9, 1984

# INFORMATION

COMMUNITY SERVICE SOCIETY OF NEW YORK • 105 East 22 Street • New York, N.Y. 10010 • (212) 254-8900

CSS

## COMMUNITY SERVICE SOCIETY'S TRAINING AND TECHNICAL ASSISTANCE PROGRAM

CSS TECHNICAL ASSISTANCE is knowledge, skills, and resources made available to a group to improve its internal management, programs, and service delivery, in order to achieve its goals.

CSS TECHNICAL ASSISTANCE INVOLVES mutual problem identification, specified time frames, measureable goal-setting, and successful transfer of skills and/or information.

### CSS TECHNICAL ASSISTANCE TAKES TWO FORMS:

\* Organizational Development and Management Assistance that focuses on strengthening overall management and technical capacity within an organization. This includes:

- Management Training
- Planning
- Budgeting and Finance
- Grantsmanship/Fundraising
- Management Information Systems
- Personnel Practices
- Public/Community Relations
- Board Development

\* Program Development and Operations Assistance that focuses on strengthening the specific programmatic activities and client/constituency services. This includes:

- Program Design and Development
- Program Evaluation
- Resource Identification
- Issue-specific technical information and expertise

CSS TRAINING CONSISTS OF the transfer of skills and knowledge using techniques such as guided discussion, clinics, role playing, and other approaches to small group training, as well as seminars and conferences designed around specific programmatic issues or organizational needs.

## CSS TRAINING AND TECHNICAL ASSISTANCE OBJECTIVES

The CSS Department for the Community has provided technical assistance to over 300 community organizations and boards throughout New York City since 1978. CSS is committed to helping residents and community-based organizations develop and provide critically needed services and take leadership in their communities with the necessary information, skills, and training.

CSS aims to enable groups to become and remain effective, draw upon resources, and hold social institutions accountable, and we do so by strengthening the skills and confidence of group volunteers and staff.

## CSS TARGETING AND CRITERIA

CSS targets its resources to the City's most economically deprived communities. We work with developing grassroots and community-based organizations, economic development corporations, tenant councils, neighborhood associations, community boards, and district school boards, who want to improve their operation and/or initiate innovative community projects.

The same criteria apply to all groups requesting our services:

- \* Community-based, voluntary, not-for-profit organization with the purpose of enhancing the local economy, health care, education, housing, or human services, particularly in our targeted communities.
- \* Have or committed to having a governing board representative of the area and population served.
- \* Commitment to citizen participation and non-discrimination in the group decision-making.
- \* A tangible problem or need that, in our judgement, can be adequately met by the group with our TA services.
- \* Potential for incorporating (merging) the CSS assistance into the ongoing work of the group.

## EVALUATION

CSS evaluates its TA services in two ways: 1) by evaluating the degree to which the goals of the organization are attained/furthered through our assistance; 2) by determining the degree to which the individuals participating command new knowledge and skills as a result of our training.

## CSS TECHNICAL ASSISTANCE CENTERS

CSS's Department for the Community has five (5) technical assistance centers located at 105 East 22nd Street in Manhattan. Four provide issue-specific program development and operations assistance:

- \* Center for Community Employment and Education Programs aids groups working with the public and private sectors to enhance youth and adult employment programming such as Adult Basic Education, English-As-A-Second-Language, and School-To-Work transition projects.
- \* Center for Community Economic Development Programs helps groups involved in activities that generate and/or retain jobs for local residents such as the development of worker/community owned businesses, and for-profit subsidiary enterprises of non-profit organizations.
- \* Center for Community Health and Human Services Programs assists community-based health and prevention programs in improving access to and quality of services, reducing operating costs, and meeting federal performance requirements. Two special projects are housed in this center: Primary Care Development Unit, which assists ten South Bronx community health centers in developing joint programs and services; Shelter Development Project, which helps groups develop shelters for the homeless.
- \* Center for Housing and Community Development Programs works with tenants and community groups to develop and implement low and moderate-income housing strategies such as the purchase and/or management of buildings (particularly City-owned property), and rehabilitation using energy conservation. This center's two special projects are the Ownership Transfer Project, which aids tenant associations in co-op conversion of private and/or City-owned buildings, and the Community Board Development Project, which assists several New York City community boards in handling their charter-mandated responsibilities.

The fifth center has major responsibility for organizational development and management assistance:

- \* Center for Organizational Development assists community organizations and local governmental units in improving their capacity in the areas of management, budgeting and finance, planning, grantsmanship and fundraising. Additionally, this center serves as a TA information and referral source for groups as well as other TA providers.

# Community Development Legal Assistance Center

36 West 44th Street-New York, NY 10036

212-840-1541

**HOW CAN WE GET OUR COMMUNITY GROUP/TENANT ASSOCIATION/BLOCK ASSOCIATION INCORPORATED?**

**WE WANT TO PURCHASE OUR BUILDING AND ESTABLISH A LOW INCOME TENANT COOPERATIVE. CAN YOU REPRESENT US?**

**CAN YOU PROVIDE LEGAL ASSISTANCE TO CARRY OUT OUR COMMUNITY ECONOMIC REVITALIZATION PROGRAM?**

These are the kinds of questions answered every day by the Community Development Legal Assistance Center (CDLAC). CDLAC helps groups who are working to improve their communities - by rehabilitating residential buildings, organizing low income tenant cooperatives or developing economic revitalization programs. CDLAC helps by providing free or very low cost legal assistance.

**WHAT IS CDLAC?**

CDLAC is a special project of The Council of New York Law Associates - a membership organization of 1600 attorneys who volunteer to do public interest work. CDLAC staff and volunteers work specifically with community groups involved in rebuilding city neighborhoods.

**CAN CDLAC HELP YOU?**

To be eligible for CDLAC assistance your group must be involved in activities benefiting low and moderate income persons and be unable to pay for legal assistance at prevailing rates.

**HOW CAN CDLAC HELP?**

Among other services, CDLAC will help with:

- incorporating and tax exemption
- writing by-laws
- drafting and reviewing contracts and leases
- negotiating with landlords and City officials
- organizing low-income tenant cooperatives
- representing tenant associations seeking to purchase city-owned buildings
- implementing economic development and commercial revitalization projects



## THE PRATT CENTER

The Pratt Institute Center for Community and Environmental Development is a technical-assistance and advocacy-planning organization. The Center's staff of architects and urban planners works with neighborhood organizations that serve low- and moderate-income people. Paid and volunteer students and faculty join with Center staff to provide free professional services in housing preservation and design, community facilities development, neighborhood planning, neighborhood economic development, parks and recreation facilities design, energy conservation and appropriate technology, and communications design.

The Center's principal goal is to provide design and technical services that can help create community-preferred solutions to a neighborhood's physical, economic, social, and environmental problems. These services are intended to balance the relationship between government and people by providing local groups with technical and organizational help to participate effectively in the complex public decision-making process.

## Background

The Pratt Center's twentieth year of service to the community is just beginning. Founded by Pratt's Department of City and Regional Planning, the Center's goals were direct and straightforward. An urban extension center would be created to provide technical assistance, information services, and leadership training in areas of immediate community interest. Pratt thus became one of the few educational institutions involved in the solution of problems in its surrounding community and now has one of the oldest university-based architectural and planning advocacy programs in the United States.

## How PICCED Works

The Center-community relationship usually begins with a group's request for assistance in solving a local problem. In response, the Center provides the appropriate combination of services within its capabilities. Often interconnected and overlapping, these services can be broken down into technical assistance; information service and coalition building; policy analysis, program monitoring, and research; and training.

## TECHNICAL ASSISTANCE

The Center's skilled staff, faculty, and students assist community-based organizations in developing neighborhood plans, surveys, and presentations; preparing for negotiations with landlords, community residents, and public officials; getting government or private funds and using them to best advantage; monitoring government practices and policies and suggesting new program initiatives; and with technical back-up and organizing help for such efforts as the creation of neighborhood reinvestment strategies.

Architectural services are also offered by the Center through its Pratt Architectural Collaborative. Services include building evaluation (measured drawings, inspections, preliminary scopes, cost estimating, energy analysis); rehabilitation and new construction design; building department consultation; working drawings and related construction documents; interior design and space planning.

## INFORMATION SERVICE AND COALITION BUILDING

The Center operates on the premise that all groups should have equal access to expert counsel and opportunity to influence policies and programs that will affect them. To the degree that communities are involved in planning an action to solve a problem, they will tend to assure a successful solution, either by monitoring government or private agencies responsible for carrying out the solution or by taking a direct role in its implementation.

By working with many community groups throughout the city, the Center discovers common denominators that draw various neighborhood and ethnic groups together on the basis of mutual interest and need. The Center publishes timely reports, position papers, and reference materials, such as the *Housing Resource Manual*, and prepares information packages tailored to meet specific requests as part of its technical-assistance program. It also co-sponsors (with the Association of Neighborhood Housing Developers and the Urban Homesteading Assistance Board) *City Limits*, an independent news magazine of New York housing and neighborhoods.

## POLICY ANALYSIS, PROGRAM MONITORING, AND RESEARCH

The Center's research activities are never strictly theoretical or conducted in a vacuum. Rather they are geared to assessing and often helping shape policies and programs that affect low- and moderate-income populations. Center research lays the technical base for dialogues between neighborhood residents on the one hand and policy makers and the people who implement policies on the other. Over time the Center's day-to-day experience with neighborhood groups and community development programs is a critical element in its policy analysis/monitoring/research activity. For example, many of the Center's neighborhood clients seek assistance in repairing and managing city-owned housing in their neighborhoods. Using data gathered in a comprehensive survey and inspection of occupied city-owned buildings, PICCED staff and students developed an exhaustive analysis of the management and rehabilitation requirements of these buildings. This analysis provided the basis for extensive recommendations for improved programs at both the city and federal levels.

Not infrequently, the Center's policy-related activities generate considerable resources for client neighborhoods. For example, the Center—having long criticized the lack of a housing initiative in the Urban Development Action Grant (UDAG) program—prepared a UDAG application in cooperation with the city that brought a major small-home improvement loan program into New York. PICCED, in turn, is providing architectural packaging services to low- and moderate-income homeowners participating in the program.

## TRAINING

The Center's leadership and skill training ranges from relatively formal efforts, such as the Neighborhood Economic Development Internship Program due to start in February 1984, to a variety of experiential learning activities in which participants receive on-the-job training with Center staff. Workshops are conducted on specific problems as they arise. The goal of the Center's training activities is to help participants learn the constantly changing rules under which community development professionals, neighborhood residents, and leaders are able to use local, state, or national programs.



THE SILVER SKY SOCIETY  
67 West 69th Street #1d  
New York, N.Y. 10023

January 24, 1984

Evelyn Hickman, Chairperson  
Board of Directors  
American Indian Community  
House  
842 Broadway 8th floor  
N.Y., N.Y. 10003

re: Community Economic  
Development

Dear Mrs. Hickman;

We are very pleased to hear about the Community Economic Development Program at the American Indian Community House.

Our Society is concerned primarily with the needs of our Senior Citizens and we feel that gaining economic self-sufficiency will present vast opportunities for our elders. Therefore, your efforts at both the individual and group level in Community Economic Development fills us with hope and gives us high expectations for the future!

As Chairman of the Silver Sky Society, may I offer you our sincere support and wish you the best in your most needed endeavor.

MAY THE GREAT SPIRIT BLESS AND KEEP YOU AND YOURS'

Cordially,

A handwritten signature in dark ink, appearing to read 'Rudy Martin', written over a horizontal line.

Rudy Martin  
Chairman, Silver Sky Society

RM:ro



Department for Community Development

January 17, 1984

Mrs. Evelyn Hickman  
Chairperson, Board of Directors  
American Indian Community House  
842 Broadway  
New York, NY 10003

Dear Mrs. Hickman:

I am writing to express our support of the planned economic development program at American Indian Community House. We are well aware of the need for groups like yours to move towards economic self-sufficiency. At the same time, we are very conscious of the difficult work that lies ahead for any organization that seriously undertakes economic development activities. It is our impression, however, that the staff you have identified for this program are exceptionally dedicated and competent and will be able to accomplish the program's objectives.

As you know, the Center for Community Economic Development primarily helps start new community/worker-owned enterprises. It provides a range of services including: feasibility studies; preparation of business plans and financial packages; development of appropriate governance and legal structures; and management consultation assistance. Our staff consists of six people with extensive experience in program development, small business planning and management and development finance. Please let us know how we can be of assistance as your program develops.

Sincerely,

Rick Surpin  
Director  
Center for Community  
Economic Development

RS:mr

# The Council of New York Law Associates

36 West 44th Street, New York, NY 10036  
212-840-1541

Barbara A. Schatz  
Executive Director

Helen K. Rosenberg  
Associate Director

Tracy K. Mallin  
Director Community  
Development Legal  
Assistance Center

January 24, 1984

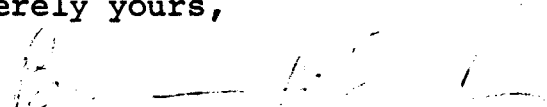
Mrs. Evelyn Hickman, Chairperson  
Board of Directors  
American Indian Community House  
842 Broadway  
New York, New York 10003

Dear Mrs. Hickman:

We are pleased that American Indian Community House is putting together an economic development program. We have discussed the program with Sharon Hunt and Michael Crawford of your staff, and it seems to hold real promise both in terms of jobs for the Indian community and additional income for AICH.

As you may know, The Council of New York Law Associates provides free or low cost legal assistance to not-for-profit organizations unable to afford market rates for legal services. We look forward to working with your organization as legal questions arise.

Sincerely yours,



Barbara A. Schatz

/alm

Pratt Institute Center for Community and Environmental Development  
Pratt Architectural Collaborative

23 January 1984

Mrs. Evelyn Hickman, Chairperson  
Board of Directors  
American Indian Community House  
842 Broadway  
New York, New York 10003

Dear Mrs. Hickman:

On behalf of the Pratt Center, I wish to express our continued interest in working with American Indian Community House staff and board to develop and implement an economic development plan. We are in accord with your enthusiasm, dedication, and principle of self-sufficiency, and know well how your skills and resources are needed in the community.

If our architectural or planning capacity can be of assistance, please don't hesitate to call. A summary of Pratt Center services is enclosed.

With best wishes,



Rudy Bryant  
Associate Director